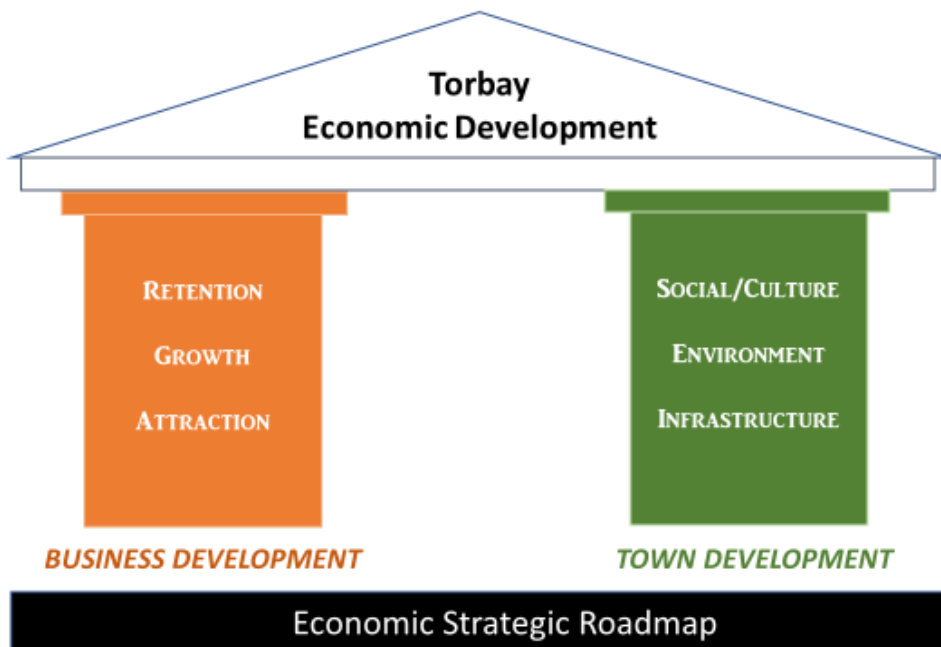


# Torbay Economic Strategic Roadmap

Phase 2 Report:

Development Framework

November 12, 2020



# TRACT

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# TABLE OF CONTENTS

<b>1. INTRODUCTION.....</b>	<b>2</b>
<b>2. PHASE 1: RESEARCH AND CONSULTATION.....</b>	<b>3</b>
2.1. Environmental Scan.....	3
2.2. Strengths, Weaknesses, Opportunities and Threats Analysis .....	3
<b>3. STRATEGIC PLAN 2018 -2021 .....</b>	<b>5</b>
<b>4. TORBAY ECONOMIC DEVELOPMENT .....</b>	<b>6</b>
4.1. Overview.....	6
4.2. Key Findings Related to Economic Development.....	7
<b>5. ECONOMIC STRATEGIC ROADMAP.....</b>	<b>10</b>
5.1. Economic Development Vision.....	10
5.2. Economic Development Objectives .....	10
5.3. Economic Development Strategy .....	10
5.4. Constraint - Foundational Infrastructure .....	11
5.5. Initiatives .....	12
5.5.1. Economic Development Vision .....	12
5.5.2. Town Centre.....	13
<b>5.5.3. Employment Generating Lands.....</b>	<b>14</b>
5.5.4. Housing Strategy.....	14
5.5.5. Business Vitality Program .....	15
5.5.6. Community Vitality Program.....	16
5.5.7. Promote, Promote, Promote .....	16

# 1. INTRODUCTION

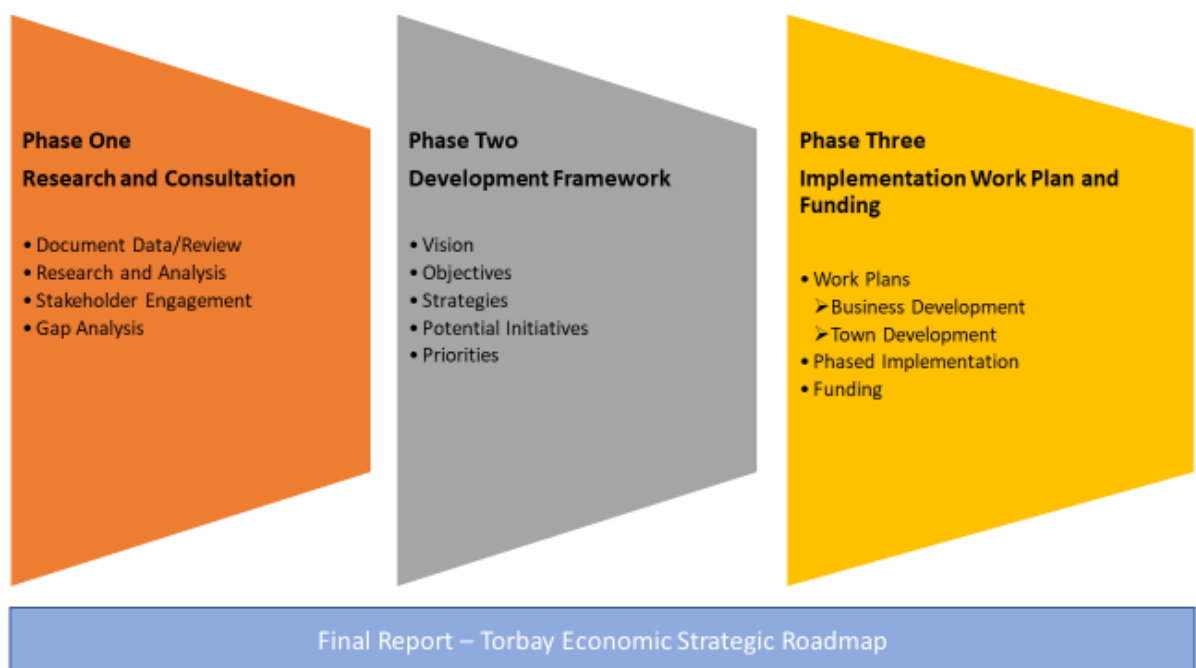
The Town of Torbay has undertaken to develop an Economic Strategic Roadmap.

The objective of the Roadmap is to play a key role in Torbay’s community development, revitalization and future economic development by creating a sustainable roadmap for continued growth that complements the Towns current progressive and proactive strategic strides.

**Tract Consulting Inc.** with the Centre for Innovative and Entrepreneurial Leadership (CIEL) has been engaged to assist the Town with preparation of the Roadmap. Based upon the Strategic Plan for the Town and the work highlighted in the RFP, Tract is undertaking preparation of the Economic Strategic Roadmap for the Town of Torbay by addressing the dual pillars of Business Development and Town Development.

Tract has undertaken the Project in three phases as shown in Figure 1:

Figure 1: Project Methodology



This **Phase 2** report builds on the findings from the research and consultation undertaken in Phase 1 and presents a Development Framework (model) for the Strategic Economic Roadmap.

## 2. PHASE 1: RESEARCH AND CONSULTATION

### 2.1. ENVIRONMENTAL SCAN

During Phase 1, a profile of the Town of Torbay and key current and emerging drivers in its operating environment related to economic development was prepared. This information was summarized under the following headings: Document Review; Demographics; Review of Plans and Actions; Specific Research; Business Sector Analysis; and Engagement.

The findings from Phase 1 are compiled in a Research and Consultation Work Book which has been provided to the Town.

### 2.2. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

A SWOT analysis was prepared in consultation with Town Council and staff based upon the information gathered, research and engagement activities. The exercise used the SWOT from the 2013 Economic Development Strategic Plan as a base for reference and to identify how both the internal and external operating environment of the Town has changed.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>• Large residential property lots (+ -)</li><li>• Safe community and a great place to raise a family</li><li>• Local service clubs are active</li><li>• Jack Byrne Arena</li><li>• Regional resources such as the Cabot Business Development Corporation offer direct support to local businesses</li><li>• Planning and development for subdivisions prioritizes family</li><li>• Proximity to St. John's and St. John's Airport</li><li>• Residents get good value for their taxes</li><li>• Growing population base</li><li>• On average, better educated, younger and more wealthy population</li><li>• "Beautiful" branding campaign is established</li><li>• New by-pass road allows for faster access to and from Torbay</li><li>• Good economic development and planning capability at Town Hall</li><li>• Three schools – two are new/modern</li><li>• Community rural identity has been incorporated into the new growth and development</li><li>• Good volunteer Fire Department</li></ul>	<ul style="list-style-type: none"><li>• 'Retail leakage' to St. John's</li><li>• Transportation between communities is challenging without vehicle access/No public Transit</li><li>• Need for better collaboration between neighbouring communities</li><li>• Lack of water and sewer is restricting growth</li><li>• Poor walkability on Main Street</li><li>• New by-pass road has reduced in-town traffic flow</li><li>• No Business Incubator/Business Centre</li><li>• Limited availability of commercial/industrial rental space</li><li>• Lack of foundation of tourism-based businesses and a destination</li><li>• Reputation as a bedroom community</li><li>• Limited business and employment base</li><li>• Prior to the pandemic an estimated 3,305 residents commuted daily to work outside Torbay</li><li>• The Fire Department is volunteer based</li></ul>

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Leveraging the Town’s dramatic coastline by constructing a new Town Centre</li> <li>• Buy-local campaign to support local businesses</li> <li>• Encourage youth entrepreneurship and small business development</li> <li>• Enhance communication and collaboration between businesses in Torbay and between all community stakeholders</li> <li>• A large population base and very few commercial businesses suggests an opportunity to capture those lost dollars with more dining and specialized shopping</li> <li>• Developing tourism attractions/ activities</li> <li>• Diversify the tax base</li> <li>• Attract new residents</li> <li>• Coordination of business promotions and joint marketing</li> <li>• Increase profile of East Coast Trail</li> <li>• Establish a Town Centre</li> <li>• More commercial and office space to increase attraction of relevant businesses (along by-pass or in Town Centre)</li> <li>• Attract more residents from neighbouring municipalities to use facilities and services in Torbay</li> <li>• Turn Torbay’s relatively high proportion of workers involved in computer and information systems and other professional and scientific services into local home-based businesses</li> <li>• The development of large office space in the Stavanger Drive area as a source of new residential demand</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of history and heritage to new development</li> <li>• Overall economic trends that face export and natural resources oriented economies such as a drop in commodity prices or new-found sources of supply elsewhere in the world</li> <li>• Inadequate funding to support Torbay’s required infrastructure improvements</li> <li>• Challenge of getting regional municipalities to collaborate on broader economic priorities, including improving water infrastructure and transportation</li> <li>• Presence of large amounts of vacant retail/light industrial space in the Stavanger Drive</li> <li>• Restricted access to/from the bypass road</li> <li>• Lack of available water supply</li> <li>• Wastewater outflow does not meet regulations</li> <li>• General economic downturn in NL</li> <li>• Council tendency to be risk adverse with respect to major projects</li> </ul>

### 3. STRATEGIC PLAN 2018 -2021

The 2018-2021 Strategic Plan was adopted by the Council which was elected in September 2017. The planning process included a survey of residents and a facilitated session with Council. The Plan is in a standard strategic plan format with background data and analysis provided in a separate document. The Plan provides a clear action plan related generally to town development issues but does not have a particular focus on economic development.

Long Term Strategic Initiatives were identified as the Water Supply, Wastewater Treatment and a Commercial Centre (Business/Industrial Park). Strategic Initiatives were the Community & Wellness Centre, Traffic Safety Strategy, History House/Museum and a Ten-Year Infrastructure Plan.

The Strategic Plan outlined the following Vision, Mandate and Mission for the Town of Torbay:

**Vision:**

“A well planned, inclusive community serving the needs of all residents and a desired place for all age groups to enjoy life.”

**Mandate:**

“To serve the needs of all citizens in a respectful and responsible manner, while providing excellence in our service offerings and programming.”

**Mission:**

“Leading the way as a family-oriented and business friendly community that is well-run, well- maintained, and well-respected”.

The values for the Town of Torbay were identified as:

- **Service Excellence:** Delivering quality and sustainable municipal programs and services.
- **Financial Responsibility:** Prudent management of the Town’s finances for the delivery of efficient, effective, and responsive services.
- **Fairness and Respect:** Honesty and integrity in working with residents and businesses in a courteous, equitable, and ethical manner.
- **Effective Communications:** Maintaining effective and timely lines of communications with employees, residents, and businesses to deliver and receive messages aimed at building harmonious working relationships

## 4. TORBAY ECONOMIC DEVELOPMENT

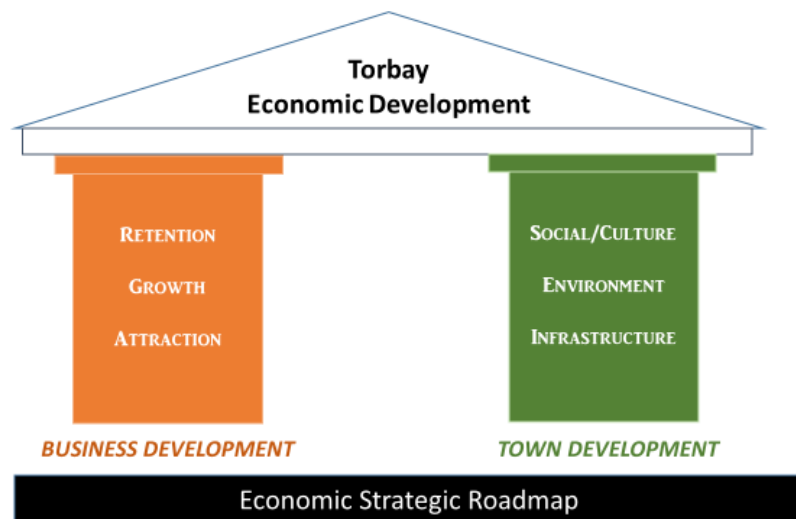
### 4.1.OVERVIEW

This section of the report focuses on the economic development prospects for the Town as the basis for preparation of the Strategic Economic Roadmap.

As shown in the general model below, economic development/diversification and sustainability of the Town of Torbay will be addressed by looking at the dual pillars of Business Development and Town Development.

- **Business Development**

Business Development is the primary pillar. It includes all activities to assist growth and retain current businesses, attract new business and support entrepreneurship. In the simplest terms, a municipality's economic development objectives are to increase its tax base, create jobs, and stimulate the local economy by encouraging new business activities or expansion of existing business activities. These business activities result in an infusion of construction capital, the inflow of money from the purchase of goods and services, increased payroll dollars circulating in the local economy, and an expanded tax and fee base for the community. The added diversity of the business mix also makes the community more attractive to residential and economic development prospects.



Tourism Sector Development has been highlighted by the Town as an area of growth and tourism product development will be addressed as a subset of the general initiatives to support business and with town development particularly related to infrastructure development and attractions.

- **Town Development**

Town Development is an important pillar for overall economic development in any municipality. It is particularly important for Torbay which being located adjacent to St. John's provides the opportunity to build its population base both by retaining residents and by attracting new residents many of which would choose to live in Torbay while working elsewhere. The key to this strategy for growth is ensuring that Torbay is a place where people wish to live, work and play. This is done by preserving and enhancing the social/cultural character of the Town, developing in an environmentally sustainable

manner and by ensuring that that Town infrastructure (built environment) meets business and resident needs.

## **4.2.KEY FINDINGS RELATED TO ECONOMIC DEVELOPMENT**

This section summarizes key findings related to economic development of the Town from the research and analysis undertaken in Phase 1 of the Project.

- Currently the Town water and wastewater/sewer systems service only 1/3 of residents primarily in the central area of the town. The current water supply is close to its limit and there is no easily available additional supply. The current town wastewater/sewer system needs to be upgraded to meet environmental standards. Both of these foundational infrastructure issues were identified in the 2018-2021 Strategic Plan as the primary Long-Term Strategic Issues and a plan was put in place. An ancillary issue related to water and wastewater sewage relates to the long-term sustainability of the residential well and septic systems which are in place for the remainder of the Town.
- The community vitality rating for Torbay is strong. Residents love the Town citing features such as its beauty, friendliness, family orientation, heritage and culture – all of which make it a unique community which is rural but in close proximity to urban amenities. The Town has superb facilities including three schools, parks, trails and a new recreation/wellness center and recreation and social programming across age groups. The Town government is stable and generally effective with a record of continuous improvement of infrastructure and services. Issues identified related to water/wastewater, lack of a vibrant downtown, no arts center and various infrastructure issues such as roads and sidewalks.
- Torbay had a population of 7,895 in the 2016 census. The growth rate of the population is slowing down. It dropped to 6.8% in the 2011-2016 period versus 14.7% and 17.4% in the previous two census periods. The median age of residents is 39 which is younger than the province (46) and the age profile shows high numbers of children in the 5-14 age group along with high numbers of adults in the 35 – 55 age groups. Residents are generally better educated than elsewhere in the Province and are relatively well off financially with gross income pegged at \$44,300 (versus \$37,100 for the province) and average couple income of \$141,700 (versus \$108,400 for the province and \$116,200 nationally). The average assessed value of dwellings in 2016 was \$339,500. The residents of Torbay represent a major driving force for economic development and provide through their property taxes most of the tax revenue (88.2%) for the Town.
- The 2016 age structure for Torbay is that of an ageing population. Population modeling completed by Memorial University's RAnLab show limited growth of the town over the next fifteen years due to reduced migration into the region. The population of seniors aged 65+ will increase by about 113 - 115%. The dependency ratio for the Town will increase to over 60 and the balance of dependency between seniors and youth means that the Town will need to provide services for both age groups. Total income for Torbay is expected to increase from \$330 million in 2016 to \$403 million in 2035. Seniors will



become a more important economic force in the Town with the income of this group projected to increase by 137%. The availability of desired housing for seniors was raised during consultations on current issues in Torbay. The population projections highlight this need to ensure the availability of suitable housing stock in the Town based upon a trend towards demand for 1 to 2 person households.

- The 2016 Census reported that 4,345 individuals from Torbay participated in the labour force. The employment rate was 67.7% (49.5 for NL) and the unemployment rate was 7.9% (15.6% for NL). The RAnLab analysis further reported that some 3,305 individuals from Torbay commuted to work, 7.26% within Torbay and the remainder to other sites including 81.39% to St. John's. The COVID 19 pandemic has resulted in significant changes in how businesses operate. In those businesses where on-site presence is not essential, there has been a strong move to having employees work at home. These arrangements are continuing into 2021 and its success along with associated cost savings for businesses suggest that a portion of the work force will remain home based for the long term. This means that a portion of historical commuters will be home based in Torbay and will be looking for services from the town and from local businesses.
- In 2011, the Town developed an ambitious concept to develop a major Business/Industrial Park on land bordering St. John's Airport. This concept went through various planning stages, but it was not implemented due to problems which were identified at the site related to contamination of groundwater. This concept had been developed based upon the strong demand for commercial and industrial land largely due to the growth of the petroleum sector, particularly in the first half of the decade when oil prices exceeded \$60(USD) per barrel and the offshore Newfoundland industry was expanding. The impact of the petroleum sector was infectious, and its success fueled growth in the supply and service sectors as well as retail and consumer service business. This circumstance resulted in several significant commercial and multi-use developments throughout the Northeast Avalon region. Notable areas of growth included Stavanger Drive, Kenmount Road Extension, and Galway. Investments in many of these developments had been completed or committed before the decline in oil prices resulting from over supply on world markets impacted the global industry. Currently, there remains a considerable availability of industrial land in the Northeast Avalon region. One impact of the market situation is competition among developers and efforts to lure business from one region to another. The conclusion is that in the near/medium term, there is no indication that there would be excess demand for industrial/commercial land in the Northeast Avalon Region to drive the investment by the Town of Torbay in a Business Park. The opportunity for such development would therefore need to be driven by local Torbay centered demand.
- Employment generating lands in Torbay are limited and there are issues with some sites. Along Torbay Road, there is the Town Centre area plus approximately 5 ha of 'Mixed Use' zoned land and 2 ha of 'Commercial' zoned land available. As noted above, the large CDA-Airport location has been determined to have contamination and land ownership disputes hinder development at the 'Industrial' zone at the harbour. In the Pumphouse Road area, there are two 1-ha lots available for development. The greatest potential for phased development is provided by lands behind the Town Depot

(approximately 140 ha) which require rezoning to ‘Commercial’ or ‘Light Industrial’ before development can take place.

- Torbay does have large areas of land zoned for: ‘Residential Subdivision area’, ‘Residential Large lot’, and ‘Residential’ that are vacant. There are also smaller ‘Residential Infill’ and ‘Residential Small lot’ zoned areas but these are generally developed. Overall, there appears to be suitably zoned land available to meet future residential needs pending infrastructure and any other development considerations.
- The business sector in Torbay is quite small. There are 158 registered businesses of which 33% are home based. There is no one significant employer in the Town either in the industrial or service components of the sector. There is a notable lack of businesses in the Town where residents and visitors can spend their leisure money– one coffee shop, no family or dining level restaurants, just one bar/pub, no accommodations and a very small number of retail outlets. There are also gaps in basic residential services – just one auto repair garage, no hardware store and some professional services are not present. The accepted rationale for this situation is the proximity of the Town to the urban area. Some creativity will be required to address it.
- The tourism sector is virtually non-existent in Torbay. It does have some good natural assets including the beauty of the Town, trails and lookouts but it does not have a signature demand generator (an attraction which will lure visitors to come to the Town) nor does it have basic visitor services (accommodations, shopping, restaurants, pubs) to entice them to spend their money. The outcomes from tourism research show that shopping, dining and entertainment accounts for 80% of non-lodging visitor spending and 70% of all consumer spending takes place after 6 pm.

## 5. ECONOMIC STRATEGIC ROADMAP

### 5.1. ECONOMIC DEVELOPMENT VISION

A vision statement describes what Economic Development is aspiring to create. Building an economy on local entrepreneurship and supporting local business growth will require embracing processes and procedures that fuel innovation. Economic development in Torbay can not be done in isolation; it requires partnerships with multiple stakeholders and public/private investment.

#### **Economic Vision Statement:**

*“To focus entrepreneurial energy on developing a thriving and sustainable economy in Torbay by leveraging the economic base of residents in the Town, surrounding communities and visitors.”*

Achieving the economic vision will result in enhanced services in the Town, diverse and prosperous employment opportunities and increased tax revenue to support Town development.

### 5.2. ECONOMIC DEVELOPMENT OBJECTIVES

The following Economic Development Objectives are proposed for Torbay:

- Enhance Torbay’s receptivity to entrepreneurship and business development.
- Increase the size and diversity of the Torbay Business Sector.
- Strive for balanced development which is sustainable, environmentally friendly and maximizes local employment and benefits
- Maintain Torbay’s community character and quality of life – the characteristics that define the Town.

### 5.3. ECONOMIC DEVELOPMENT STRATEGY

#### **Strategy 1:** *Build the economy from within*

The findings from the research and analysis in Phase 1 indicate clearly that economic development in Torbay will of necessity be built from within. That is, the emergence of a “silver bullet” industrial development initiative which would transform Torbay’s economy is highly unlikely to occur. Rather, Torbay’s most promising path for economic development is to shape Torbay into a more complete Town by providing opportunities for residents to spend a larger portion of their income at businesses located in Torbay.

#### **Strategy 2:** *Proactive approach to economic development*

Successful economic development in the Town of Torbay will be accomplished through hard work, creativity, and investment. The Town will need to adopt a nurturing approach to entrepreneurship and business development across all levels of its operations. The Town will need to explore opportunities for partnerships with both the private and public sectors related to economic development. The Town will also need, after due consideration, to take major decisions which have the potential to make a “sea change” in future town and business development.

**Strategy 3:** *Nurture a growing, sustainable and financially secure population base*

There is a need to ensure that Torbay has a growing, sustainable and financially strong population base. To accomplish this the Town must continue to be attractive to new residents, particularly young families. It must also be responsive and provide options to existing residents as their life circumstances change. This means that the Town will need to effectively promote itself, to provide desired services and infrastructure and ensure that appropriate housing options are available.

**Strategy 4:** *Optimum utilization of the land base*

Both economic development and town development/sustainability is directly linked to long term decisions which are made related to land use and development. Land is a limited resource and it is important to ensure that the very best decisions are made both to achieve development objectives and to maintain the essential Town character. With regard to residential development, decisions need to reflect projections of future needs and demands for housing; with regard to employment generating land, decisions need to provide opportunities for business development and success; and, finally decisions need to ensure that there is provision made for future needs and demands for Town infrastructure, services, parks and green spaces. Economic efficient use of the land base for targeted housing needs, to achieve success with employment generating opportunities, and to provide for required infrastructure, services and green space will entail a merging of municipal land use planning and community economic development.

**Strategy 5:** *Use location to advantage*

The proximity of Torbay to the City of St. John’s has been a major factor in the lack of development of the Town business sector. It is time to view this situation as an opportunity rather than an obstacle. Torbay can utilize its position as a unique, scenic, rural community in close proximity to the City to develop businesses and experiences which entice both tourism and commercial development from within the Northeast Avalon Region. A second part of this strategy is regional cooperation with the other municipalities in the urban core related to promoting and developing the region for the common good of all.

## **5.4.CONSTRAINT - FOUNDATIONAL INFRASTRUCTURE**

Currently the Town water and wastewater/sewer systems service only 1/3 of residents primarily in the central area of the town. The current water supply is close to its limit and there is no easily available additional supply. The current town wastewater/sewer system needs to be upgraded to meet environmental standards. Both of these foundational infrastructure issues were identified in

the 2018-2021 Strategic Plan as the primary Long-Term Strategic Issues and a plan was put in place and is being implemented:

- Water Supply – It has been determined that no additional capacity on Windsor Lake or the Regional Water System exists and the limits of the existing North Pond water supply has been determined. Work is ongoing related to exploration of Great Pond as a viable water supply and efforts to secure funding are continuing.
- Wastewater Treatment – A Best Available Technologies (BAT) Study for wastewater treatment has been completed.

The Town water supply and town wastewater/sewage treatment are foundational infrastructure issues which place limits and additional complexity on economic development in Torbay.

## 5.5.INITIATIVES

The Roadmap initiatives which are proposed to achieve the Economic Development vision and objectives of the Town of Torbay address one or more of the economic development strategies which have been outlined.

The initiatives are presented in summary form which is expanded upon in the Implementation Planning section of the Roadmap.

### 5.5.1. Economic Development Planning

- *Incorporate the Town’s economic development vision and objectives into Municipal plans, policies and development regulations*

Both economic development and town development/sustainability are directly linked to land use and development. The Municipal Plan and the companion Development Regulations represent the primary municipal conduit to define how the Town will manage land use change within the short term of the next 5 to 10 years, and over the longer-term future. The Town’s economic development vision, objectives and strategies therefore need to be prominently reflected in these documents and be operationalized in the administration of the Municipal Plan.

Incorporating the economic development concepts/policies into the Municipal Plan would be the first step. The subsequent steps would be ensuring that action strategies are clearly defined to implement the economic development concepts/policies and clearly articulating the Town’s requirements, expectations, general approval timeframe and potential costs for land and building development.

With regard to the latter, developers and investors interested in Torbay want clarity, and a degree of certainty where the municipal goalposts are situated with regard to land and building development requirements and costs. At the current time, there appears to be a level of uncertainty to developers within the Town’s planning documents. Use of wording such as “Council may require...” or “may be permitted” as opposed to “shall be required” causes investment concern and trepidation. Similarly, the vast number of land uses in varied zones that

are ‘discretionary’ and subject to Council’s subsequent approval does not provide a sense of confidence to investors. The preferred direction is for the Town to provide enhanced clarity in land use language, such as to express the purpose of each land use zone, to provide more precise definitions of permitted and accessory uses, to manage commercial and employment generating uses in a manner that clearly defines both minimum and maximum building site coverage requirements, to create low/medium and high residential density locations, and to outline a maximum allowable number of residential dwelling units on a per acre basis. Improving the information flow with developers, investors and business persons works.

### 5.5.2. Town Centre

#### ➤ *Proactively plan and develop a “Town Centre” for Torbay*

The concept to develop a Town Centre for Torbay was proposed in 2009 as part of the Heritage Master Plan. The concept focused upon construction of a Wellness Centre with commercial and social enterprises developed in conjunction with this cornerstone development. Subsequently an architectural design concept and development plan was completed in 2014 and lands analysis completed in 2018.

Ultimately, there was a decision to locate the Wellness Centre at an



alternate site in the Town and the Town Centre was not developed.

Research and consultations during this project, have led to the conclusion that a Town Centre, even without the Wellness Centre, would be a major force in Town Development making Torbay a better place to live, work and play. It would provide a focal point for social events and shopping for both residents and visitors, enhance community cohesion and enhance Town walkability. A Town Centre will be a key element in business development for the Town by providing a locus for an increased inventory of retail, entertainment, accommodations and other commercial enterprises currently lacking in Torbay resulting increase expenditures in Town by both residents and visitors. It would develop into the heart and soul of the community. The Town Centre would also become Torbay’s signature demand generator and the cornerstone for development of its tourism sector.

There would need to be a re-conceptualization of the Town Centre concept to focus on current opportunities. Based on recent development trends, service gaps, and success stories in other towns the preliminary profile of enterprises and facilities to be included in this new concept might include:

- a Craft Brewery
- a Boutique Hotel
- a high-end restaurant
- coffee shop/bistro



- crafts sales shops
- a theatre and performance space
- office space to support small business, community groups and a business incubator
- a new branded East Coast Trail – Torbay Amherst Park as a gateway hub to the East Coast Trail
- highly designed condo/ apartments, rentals and/or townhouse development focused on seniors.

Mobilization to action the development of the Town Centre could be carried out within a shortened time frame by utilizing the outcomes of the previous studies. Key components of this work would include:

- Development of a new (revised) concept for the Town Centre;
- Preparation of a prospectus;
- Establish a common development group with private landowners;
- Prepare enabling regulations;
- Plan/construct foundation infrastructure – roads and servicing;
- Plan/construct Town facilities – eg. Theatre and performance space, greenspace;
- Promote opportunities for enterprises.

### 5.5.3. Employment Generating Lands

#### ➤ *Designation and phased development of industrial and commercial land*

There is no indication that there would be excess demand for industrial/commercial land in the Northeast Avalon Region to drive the investment by the Town of Torbay in a Business Park. However, there will continue to be opportunities to have light industrial or other commercial enterprises set up in the Town. In order to encourage and to facilitate establishment of these enterprises, the Town will need to have designated and appropriately serviced lands available.

Employment generating lands in Torbay are limited and there are issues with some sites – contamination at the large CDA-Airport location and land ownership disputes at the ‘Industrial’ zone at the harbour. Along Torbay Road, in addition to the Town Centre area, there is approximately 5 ha of ‘Mixed Use’ zoned land and 2 ha of ‘Commercial’ zoned land available. In the Pumphouse Road area, there are two 1-ha lots available for development.

Two action items related to employment generating lands are recommended:

- Identify and design a small light industrial area for a phased development geared to always having 2-3 lots ready for occupancy. The greatest potential for this phased development is provided by lands behind the Town Depot (approximately 140 ha) which require rezoning to ‘Commercial’ or ‘Light Industrial’ before development can take place.
- Prepare an inventory and prospectus for infill and other locations of employment generating lands.

### 5.5.4. Housing Strategy

➤ *Prepare and implement a housing strategy with particular attention to the future needs of seniors*

Town's planning regime for residential development will require adjustments to facilitate opportunities for more innovative and market responsive housing forms. The Town will actively work with the development community to explore the range and realization of desirable housing options required for current and future residents of the Town.

Torbay does have large areas of land zoned for: 'Residential Subdivision area', 'Residential Large lot', and 'Residential' that are vacant. There are also smaller 'Residential Infill' and 'Residential Small lot' zoned areas but these are generally developed. Overall, there appears to be suitably zoned land available to meet future residential needs pending infrastructure and any other development considerations.

The housing strategy would include the large-lot single family developments which have proven to be so attractive and have fueled Torbay's growth. It will also look to creating new opportunities for well planned residential densities, and for more varied and affordable housing choices throughout the community. Intensification of the land base through increased density will be managed by expanded attention to neighbourhood fit, and increased attention to site, landscaping, and building design guidelines and requirements. Use of a sustainability check-list in the review of development applications will additionally lead to a consistent process of ensuring proposals provide substantial benefits to the local neighbourhood and community.

Particular attention will be paid to the needs of seniors who will become a more important economic force in the Town - projected to increase by 113-115% by 2035 with an increase in income of 137%. Actions might include looking at a condominium/apartment complex in conjunction with the Town Centre development, incorporation of smaller homes and or multi-units housing into existing and/or new neighbourhoods and ensuring that assisted living and long-term care options are available at sufficient levels.

### **5.5.5. Business Vitality Program**

➤ *Implement a proactive business vitality program*

The Town will develop and implement a series of proactive measures to support existing businesses and to encourage entrepreneurship and business development.

The "Invest Torbay" program which was initiated some years ago still has a presence on the Town website but current business development activities are quite limited. There is a need to revitalize and relaunch a proactive business vitality program. This would include:

- initiatives to instill a nurturing approach to entrepreneurship and business development across all levels of Town operations;
- initiatives to nurture existing businesses;
- initiatives directed to targeting key businesses;
- initiatives to promote entrepreneurship and new business start-up;



- and, review of potential taxation initiatives to balance business development and town revenue.

In order to ensure that this is a living program which is continually being improved, the Town will also implement a periodic business vitality report card which will identify program enhancements and report on key indicators.

#### **5.5.6. Community Vitality Program**

- *Ensure enhancement and continuity of placemaking and community vitality initiatives*

The Town is doing a lot of things correctly related to placemaking and community vitality. The focus of this initiative will be to put these initiatives in the context of achieving higher level goals in making the town a great place to live, work and play.

Similar to the previous program, there will need to be a mechanism to ensure program is continually being improved through an annual community vitality report card which will identify program enhancements and report on key indicators.

#### **5.5.7. Promote, Promote, Promote**

- *Build and launch a multi-layered promotion program for Torbay*

A multi-layered (and multi-year) promotion program will used to raise the profile of Torbay and to assist economic development by bringing messages directly to key groups at specific times matched to implementation of the Roadmap.

The layers of the promotion program would include:

- An initial component directed towards Town residents to build on their evident pride of place along with a concurrent external component to distinguish Torbay as a unique Town with culture and historical roots where rural living can be enjoyed minutes from urban amenities;
- A general component with messaging focused on the opportunity for developers and businesses to launch projects in Torbay;
- As the Town launches its efforts to establish the new Town Centre messaging would be directed at developers, new entrepreneurs and established businesses to promote the Town Centre as a prime undeveloped area to establish a business;
- As the Town addresses challenges to maintain a balance of young families in its population, messaging would promote Torbay's family friendly living environment to young families;

- As Town efforts to ensure diversified housing options are actioned, messaging will promote Town amenities for seniors and for other potential residents attracted to those housing options.

Since being launched in 2010, the “Beautiful Torbay” brand it has become a well-established presence in the Town and on communications and promotion documents. This brand appears to be flexible enough to build upon for the multi-layered promotion program.