

# The Long Harbour Chronicle

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economic development....(is about) jobs, income, and community prosperity - is a continuing challenge to modern society. To meet this challenge, economic developers must use imagination and common sense, coupled with the tools of public and private finance, politics, planning, micro and macroeconomics, engineering, and real estate.

Source: Economic Development Quarterly



LHDC Photo - Winter in The Cove

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**W**elcome to the 2021 winter edition of The Long Harbour Chronicle. This publication was created to keep community stakeholders and area business leaders informed and engaged in the economic, cultural and social developments of the town of Long Harbour - Mt. Arlington Heights.

• In this issue LHDC will capture much of the history of Corporation and provide insight into LHDC's

significant contribution to the socio/economic underpinnings of our community.

• This issue will discuss LHDC's direction in managing its resources to improve and diversify the economic base of the community.

• This issue will introduce The Hollet Group - eXp Realty's focus on LH-MAH Developments.

• We will discuss the value of Collaboration





## LHDC's Board Directs the Corporation to Focus on Asset Management as an Effective Tool in Developing Our Community

The Long Harbour Development Corporation has set a new strategic approach to developing its current assets to meet their full potential. The Corporation, in a recent analysis, recognized that the best way to diversify the economy and grow the residential base of our community is to manage our assets as a tool for economic development.

The LHDC Board acknowledged that it has invested significant resources in acquiring assets that were meant to position the town as an ideal place to do business and to raise a family. When decisions were taken to invest in these various real estate holdings there existed a set of circumstances that supported the idea that securing and developing various sites for residential and business

development made absolute sense. The underlying principals impacting decisions around our current holdings remain sound. However, we acknowledge that though the prism on time circumstances have changed, therefore we are compelled to adjust our thinking. For example, when LHDC purchased land for the Middle Pond Sub-Division development there was an understanding that Vale/INCO's senior management would be required to live in the community. As we now know the management structure at the Vale plant is nowhere near what we were given to understand at the outset. Adjustments have to be made to ensure that the Middle Pond sub-division can make a positive contribution to the future growth of

our community. Throughout this Newsletter we will discuss other holdings of the Corporation including the old Community Centre, the Business Park, the EPCM Property, and our land holdings along Hwy 202.

LHDC is in this for the long-haul, working in the best interests of our community as we have always done.



## Editorial

### The Long Harbour – Mt. Arlington Heights of Tomorrow



The economy of LH-HAH has never been static, it's a safe bet to suggest that the changes taking place now are more profound than any that have occurred before.

This Community is not immune to the numerous challenges facing many communities in rural Newfoundland. With the closure of the ground fishery and the 20-year interval between Albright and Wilson shuttering operations and the arrival nickel processing, the sustainability of LH-MAH was an open question. Out

migration, an ageing population and no economic base presented a bleak future.

The fortunes of the community got a shot in the arm in 2000 when Inco announced plans to locate its hydromet processing plant in LH-MAH. Securing this juggernaut decision should not be divorced from the reality that this acquisition came about because of the dogged work of the Board of the Long Harbour Development Corporation working in cooperation with the Council of the day. Some may be of the opinion that "this is no biggie, they (Inco)



were coming to LH-MAH anyway". Anyone who followed the development at the time would know that such was not the case. Gary Keating and crew at LHDC made the case and won the day, of that there is no doubt. This single decision changed the economic prosperities of the community for a generation. With a solid tax base secured, the community, to a large extent, solved the issue of economic viability.

It would be folly for our community to rest on its laurels because it solved the problem of securing a long-term predictable revenue tax stream for the Town. There is no doubt that both of the Vale/ LH-MAH tax agreements, negotiated by the LHDC on behalf of the community, have brought many positive benefits to the community, particularly in the area of capital improvements. However, beyond the many infrastructure improvements, there are other challenges to be overcome if the leadership of our community has any interest in securing a long-term future for our town.

Drs. Alvin Simms and Rob Greenwood of Memorial University have written extensively on the impacts and challenges of out-migration, the lack of meaningful employment opportunities, and the ageing populations in rural NL communities. From an economic perspective Simms and Greenwood write that *"rural NL is a resource extraction export-based economy with very little secondary processing"*. They say, *"only three large secondary manufacturing plants are located in the province: the paper mill in Corner Brook, the oil refinery in Come-By-Chance, and the nickel hydromet plant in Long Harbour"*. So, there you have it, Long Harbour-MAH is one of only three communities in all of Newfoundland and Labrador benefiting from downstream processing resulting from resource extraction.

If we determine that being the host community to the most technologically advanced hydromet nickel processing plant on planet earth is a community asset, then the logical question to ask is, what is the leadership of our

community doing to leverage that asset to solve other important issues facing the longer-term viability of the town?

LH-MAH is fully acquainted with the perils of being a one-horse town. If the Albright and Wilson experience taught us anything it is that community dependency on a single industry is fraught with the potential for economic disaster. Most research suggests that the best antidote to combat the perils of a single industry as the mainstay of the local economy is to diversify your economy to reduce the threats posed by single industry dependency. Not an easy nut to crack in rural Newfoundland's environment.

Tackling the economic diversity issue in LH-MAH will require a deep think and a paradigm shift by Council to produce an economic diversity strategy for our town. Producing a municipal plan that supports economic diversity, one that harnesses all of our community's assets including our, human, physical and financial resources, will require a level commitment that is focused, deliberate and disciplined. If our community is to mature and reach its full employment potential (create much needed jobs), then we have to commit to a strategic process and get on with the job. It would be advantageous to our community if our elected Council and the community volunteers at LHDC sat and together developed of a diversity plan that works for LH-MAH.

Securing a long-term and predictable commercial tax base alone will not guarantee the longer-term viability of the community. The continuous beat of residential decline is the biggest single threat facing our community. Out-migration, spurred on by two decades of poor economic prospects, has taken a major toll on our community. It should be expected that economic circumstances will cause the demographic makeup of a community to change over time. It is no surprise to anyone that LH-MAH finds itself with an ageing community, not unlike many rural Newfoundland communities.

# Opinion



# Editorial



This demographic dichotomy, an aging population and low residential growth presents the community and Council with two major challenges. How should we respond to the needs of an ageing community and what can we do to attract new residents to our community?

We know that population growth does not just happen on its own. A rational, planned approach with the resources and a commitment to follow through are integral to a successful population growth strategy. LH-MAH has limited human resources and to tackle a problem like residential growth will require all-hands-on-deck. Throwing up our hands with a refrain “we are an ageing community and there is nothing we can do” is a reaction but it is not an answer and will not solve the problem.

LH-MAH is not without a particular set of conditions that could be attractive to those who prefer a rural living lifestyle over the pressures of urban living. This is the 21<sup>st</sup> century and we have come to know that rural residents no longer do almost everything in one community; instead, they live, work, shop, and play in different communities in their region. We are not a stand-alone community but a member of a regional collective that is positioned to support the contemporary lifestyle of the modern family.

Intelligent dialogue and collaboration, marshalling all of our resources and working as a community alliance, encouraging our elected Council and our volunteer organizations to work cooperatively to tackle a problem that is not going away would be a refreshing approach.

LH-MAH has long recognized that we have an ageing population. Some view this as a negative to advancing residential growth. The time has come to embrace the idea that our seniors are a positive asset in our community, and we should embrace them and celebrate

their contribution. The number of seniors as a percentage of the total community is growing. This makes it more important than ever to support the health and well-being of our older residents. This way our seniors can continue to lead healthy and active lives and stay involved in the community. Making our community “age-friendly” is one of the best ways to do this.

In an age-friendly community, the policies, services and structures related to the physical and social environment are designed to help seniors “age actively” and to “age-in-place”. In other words, it’s time for the leadership of our community to step-up and develop an approach that will allow our seniors to live safely, enjoy good health, and stay involved from the comfort and familiarity of their own home.

LH-MAH has the financial resources to develop programs to make our community the most progressive age-friendly community in the province. This, along with a residential growth strategy and developing a plan encouraging economic diversity will determine the future of our community.

These are challenging issues that will require collaboration and goodwill between our Council, the LHDC, our seniors and the community at large.

The people of LH-MAH have always stood up and stood out when faced with difficult challenges. The time has come to set new underpinnings for the Long Harbour – Mt. Arlington Heights of tomorrow. This is visionary work that will take commitment, collaboration and leadership. The question is, are we up to the challenge?

# LHDC Created as a Volunteer Organization to Assist Community Development

Throughout this Newsletter the LHDC will revisit much of the work that the Corporation has undertaken since we were incorporated as a not-for-profit corporation back in 1990. There are opinions circulating within the community concerning LHDC that are offside with the reality that the Corporation has proven to be a very valuable asset to our Town. The Corporation has a history of contributing significantly to the social and economic fabric of LH-MAH and the Corporation, through the pages of this edition of The Chronicle, will revisit some of our many accomplishments and discuss a path forward as we consider building a future for LH-MAH .

The Corporation was created under the auspices of Albright and Wilson following the closure of the elemental phosphorus plant that operated in our community for some 20 years . The LHDC was not a creation of Town Council. LHDC was created to work independently of Council. The idea was that the LHDC and the elected Council would work cooperatively on matters affecting the economic and social well being of the community.

The founders recruited and appointed a volunteer Board of Directors from the community, these volunteers then set the by-laws and went about incorporating the organization as a not-for-profit entity. This type of structure means that any revenue or profit generated from activities of the Corporation are re-invested back into the Corporation and ultimately back into the Community. This structure was proven to be very successful and has operated with community volunteers and community support for the past 30 years without compensation of any kind, no quarterly stipends, no bonuses, no salaries were ever paid to a Director of the Long Harbour Development Corp.



The initial mandate of LHDC was to recruit a new tenant for the industrial lands left vacant when Albright and Wilson shuttered the Phosphorus Plant. The Corporation entertained numerous proposals for the site and were finally successful in recruiting INCO to the site to build the \$6 billion dollar, now Vale, Hydromet Nickel Processing Plant. This is the most technologically advanced plant of its kind on planet earth. This is a huge achievement. This plant will have a positive impact on our community for generations.

We realize that there are pros and cons with any major industrial development moving into a small rural Newfoundland community. However, there remains one undeniable fact that underscores the importance of the Vale Plant to the Community of LH-MAH. Our community has secured its financial underpinnings for the foreseeable future. This financial security allows the community to plan and execute improvements that otherwise would not be addressed. The LHDC is very proud of this achievement but sees the Vale Plant as the beginning of growing our community to reach its full potential.

With the recruitment of the Vale plant to Long Harbour-MAH, the LHDC set-about investing all of its resources towards a series of initiatives that impacted Community Development, Municipal Support, Economic Development, Marketing and Community Awareness Initiatives and a series of strategic investments that were initiated by the LHDC Board of Directors. These strategic investments supported the the ideal tat we have confidence in the future of our community to grow its residential base and diversify its economy. We believe that this a community where residents enjoy a safe and healthy lifestyle and where seniors are respected and our youth are encouraged.



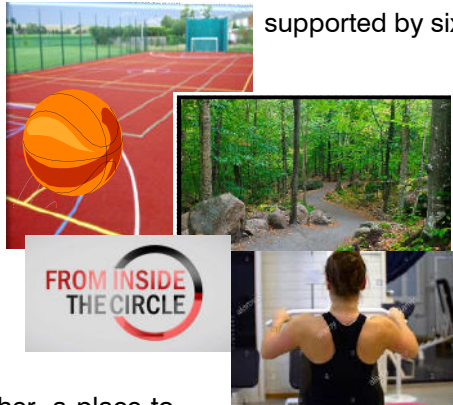
## Providing Support for a Better Community

Throughout its history the LHDC has always supported our community. Often, LHDC has stepped up to solve a situation that was, at the time, beyond the capability of Council. For example the LHDC stepped up to purchase the Community Centre from the Episcopal Corporation (The Church) for \$137k dollars. We made this investment so that the town would not lose its only community gathering place. It was important to protect that one place that was so important to the social and cultural fabric of our community. The Community Centre also provided a space for our seniors to gather, a place to meet, socialize and do craft work. This space and the heat and light bill were absorbed by LHDC.

The Corporation supported Church projects such as paying for the materials and installation of the cemetery fence and Corporation paid for repairs to the church roof.

We supported the community by investing \$50,000 for new gym equipment for the community Fitness Centre. Revenue from gym membership went towards projects of the recreation commission as part of the consolidated revenue of the Town. In addition, the Corporation donated \$63,000 to pay for the multi-use tennis/ basketball courts at the Jim Griffith's Memorial Park. LHDC developed an extensive recreation strategy for the Town and went on to secure \$572k on behalf of the Community to develop our much used walking trail along the shores of Maturin's Pond, the new ball field and the Maturin's Pond swimming area. At the public meeting held to present the recreation strategy LHDC Chairman Gary Keating said *"It becomes*

*important that we offer our residents, as well as visitors to our town, the opportunity to enjoy a high quality recreation experience."* We also took some time to sing and have a little fun. LHDC brought a major concert to the community at no cost, created by "From Inside the Circle" and supported by six major sponsors. This show was filmed and televised across Canada, the US and Europe bringing great exposure to our community. All proceeds were donated to the Community Centre to buy new equipment for the Centre.



The Corporation used its expertise and skills to lead the teams that negotiated two 10 year tax agreements with Vale on behalf of Council. These agreements have been a mainstay of the Town's tax revenues and helped build new community infrastructure. Elements of these tax agreements included provision for the Vale Training Centre be gifted to the Town as part of the 1st tax agreement and then LHDC negotiated a \$400k cash contribution from Vale to facilitate property re-development in the 2nd tax agreement. LHDC then negotiated with ACOA to secure \$732K to facilitate total re-design of the former Vale Training Centre to our beautiful new Civic Centre Complex at no cost to the community.

The Corporation has always held to the belief that by improving the capacity of our community to offer improved municipal services through quality programming and recreation facilities we make our community more attractive to prospective new residents and businesses looking for a location that appeals to their needs.



# The Hollett Group to focus on Long Harbour Developments

LHDC has always looked at Long Harbour as an inspired community. We are a community focused on rebuilding for the future, providing a beautiful life for those who choose to live and work here. Ours is a welcoming community where residents enjoy a clean, safe and relaxed way of life close to the amenities of larger centers and blessed with the tranquility of a rural lifestyle.

Nevin Hollett, and John Hutton, team leaders of The Hollett Group, eXp Realty, believe, as we do, that Long Harbour is a great community with a bright future.

The Hollett Group, eXp Realty is an internationally recognized award-winning real estate development and sales team. They are recognized for their expertise in both residential and commercial real estate.

Earlier on in this newsletter we brought to

your attention that the Board of Directors of the LHDC has directed that the Corporation will focus on asset management as a tool in developing our community. The Corporation has invested in a series of land and other real estate holdings with the intention of developing them in the best interests of the community.

The Corporation has invited the Hollett group to assist in this important development process. The Hollett group will give significant focus to our residential development at

Middle Pond as well as commercial lands along Hwy 202, our Business Park, the EPCM property and the former Community Centre building and lands. This a big ask, however, the LHDC Board has a high level of confidence that the Hollett Group has both the skills and experience to

succeed in this venture on behalf of our community.



*“It becomes important to understand that, in order to maximize the many benefits for our community that can come from developing the assets that LHDC has invested in to help our community grow; it becomes critical that*

*the Corporation and Council work cooperatively in a joint effort to expand our residential base and diversify our economic opportunities. When we have worked*



*cooperatively in the past we have achieved great results for the community, said LHDC Chairman Gary Keating,*

Nevin Hollett and John Hutton understand the complexities and challenges of today’s market place, but they also see the opportunities. *“We are excited to be part of the Long Harbour opportunity ... we anticipate showing some positive results early this coming spring.”* Said Nevin Hollett.

Now is our time. Lets work together to make good things happen for Long Harbour - Mt. Arlington Heights.



## Great Things Happen When a Community Collaborates Together We Have Done Great Things

**M**uch has been written about the value of Collaboration. From LHDC's perspective we have found that our community's collaborative efforts tend to be loosely structured, highly adaptive and inherently creative.

All around there is evidence to support that value of community collaboration in LH-MAH. When the LHDC and Council pool their resources our community tends to move forward and we achieve great results for our Town. Synergy is achieved

when the interaction or cooperation of two or more organizations is crated to produce a combined effect greater than the sum of their separate effects.

The vast improvements in our community's infrastructure were in large measure achieved because of the collaborative effort of LHDC and Council. Better roads, better water and water distribution, better recreation facilities and better municipal services all have been achieved in the last 10 years. We have

become the envy of every small town in Newfoundland.

Over the next ten years we will face a number of community challenges including growing our residential base, diversifying our business sector and improving seniors services. We can meet these challenges if we collaborate and bring to bear the strengths of all of our resources and achieve a synergy to create a community we can all be proud to call home.

## Development Corporation Focused on the Future

### Chairman's Message

**F**or the past thirty years the LHDC has been a part of the fabric of our community. On countless occasions the Corporation stepped in to solve a problem on behalf of the Community. Throughout our history the LHDC Board of Directors has been laser-focused on adding to the capacity of the community by backing projects that supported improving the quality of life for all of our residents. I am so grateful that we have had a dedicated group of volunteers who have contributed so much on behalf of the community. These volunteers are members of the community, they are your friends and

neighbours, making an honest effort to make our community a better place for all.

LHDC has invested in a significant number of assets that we believe will benefit the community for the long term. The Corporation will focus its energy on managing those assets in the best interests of the community. Our Town has had many blessings over the past ten years however, we still have a number of challenges. As a community we have always achieved more when there was collaboration and cooperation. If we are to build a

strong community for future generations we must be the best of ourselves today. Small communities like ours strive and grow when all of the communities resources are applied for the common good. Developing LHDC assets to support residential growth and creating a diversified economy will require a collaborative effort from the leadership of our community. So, perhaps its time to take stock of where we are, where we want to go and how we plan to get there. Let's coordinate and cooperate in the best interests of our community. Let's do this.

#### LHDC's Board of Directors

<i>Gary Keating</i>	<i>Chairman</i>
<i>Harold Keating</i>	<i>Vice-Chairman</i>
<i>Kevin McDonald</i>	<i>Sec./Treasurer</i>
<i>Wayne Kelly</i>	<i>Member</i>
<i>Joe Bennett</i>	<i>Administration</i>