

# Entry Island

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## Strategic development plan oriented towards tourism Phase I (2006-2008)



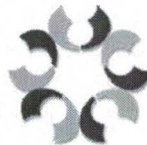
Canada Economic  
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Municipalité des  
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**SADC**  
Société d'aide au développement de la collectivité  
des Îles-de-la-Madeleine

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**Final Report**

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## Prologue

*Entry Island constitutes an undeniable attraction for visitors to the Magdalen Islands, as well as for Madelinots. About 9,000 people visit the island to holiday or on excursions each year. However, the lack of appropriate facilities and services makes it difficult to receive visitors properly. Failings in this area lead to degradation of the environment and reduced quality of life for residents.*

*Recognizing the need to receive its guests in an appropriate manner and to better direct their visit – as well as recognizing the opportunity to offer them an exclusive, quality product – the Entry Island Harbour Authority hired Luc Gagnon, an anthropology student at Université Laval to accompany the community through a process of strategic development planning oriented towards tourism. This plan concerns Entry Island exclusively, and is meant to complement the tourism development plan adopted by Tourisme Îles de la Madeleine.*

## Goals of the study

The purpose of the plan is to provide the community of Entry Island with a tool for sustainable development. Adapted to the realities, goals and priorities of the community, this plan will serve to engage future partners in their development projects.

Specifically, the goals of this study are to:

- ♦ Interpret the cultural, physical and social environment in which the community of Entry Island is evolving;
- ♦ Identify the infrastructure, equipment, and services required for building a solid basis for future socio-economic development projects;
- ♦ Identify the resources and opportunities available to the community, as well as the limitations associated with tourism development;
- ♦ Identify realistic, strategic actions the community can take (in the short, middle and long term) in order to improve the social structures inherent to socio-economic development;
- ♦ Develop an action plan, including:

- Those projects sheets given priority by the community that aim at improving or maintaining infrastructure, equipment, and services;
- Budget estimates, timelines, and work calendars for carrying out these projects.

## Method

The procedure followed in preparing this plan includes the following steps:

- ♦ Information gathering;
- ♦ Establishing the socio-economic profile including the analysis of :
  - The geographic environment;
  - The population;
  - The economy;
  - The geo-political environment;
  - Land use planning and zoning;
  - Transportation;
  - Institutions;
  - Development organizations and agencies;
  - The cultural environment:
    - The history and heritage;
    - The values, vision, and collective mission, as well as an overview of the priorities that the members of the community have identified and adopted;
- ♦ A description of the tourism industry on the Magdalen Islands and its main development orientations;
- ♦ A preliminary diagnosis based on development opportunities and obstacles.

Information will be gathered during all phases of the planning process, whether by documentary research or by semi-guided interviews. Cartography related to the Entry Island project, in both paper and digital formats, was supplied by the municipality. Exhaustive historical research has allowed the development of a clear and complete understanding of the collective heritage of Entry Island.



Where necessary information was insufficient, and where the documents made available were incomplete, interviews were conducted with members of the community and other persons concerned to make up for these inadequacies.

## Socio-economic portrait of Entry Island

### Geographic environment

The Magdalen Islands Archipelago is located in the middle of the Gulf of St. Lawrence, 215 km from the Gaspé Peninsula, 105 km from Prince Edward Island and about 95 km from Cape Breton Island.

Entry Island (latitude, 47.27771 North, Longitude, 61.69991 West) is the only inhabited island that is not connected by road to the other inhabited islands of the archipelago. It was undoubtedly named after its geographic location, for it lies at the entrance to *Baie de Plaisance*.

The island is about 2,2 km long and 1,6 km wide, and has an area of 3.96 km<sup>2</sup>.

The eastern portion is dominated by hills, including Big Hill (185 m), the highest point of the archipelago. The western portion of the island is dominated by a westward sloping plateau.

The banks are high, very steep, and cut with gullies where mud and rock have slid into the sea. They are made of volcanic basalt, green, grey and black mudstone, as well as soft clay and siltstone, and are therefore subject to erosion.

### Demographics

Table I - Demographics

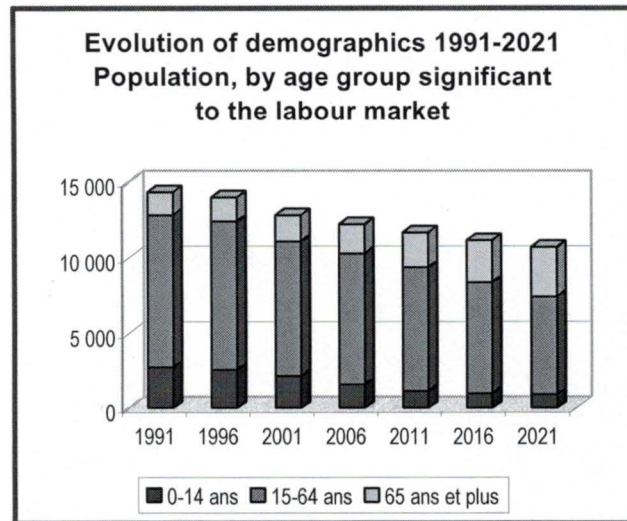
Characteristics	Entry Island	Magdalen Islands	Quebec
Population in 2001 <sup>(1)</sup>	153	12 824	7 237 479 ±
Population in 1996 <sup>(2)</sup>	175	13 802	7 138 795 ±
Variation of the population between 1996 and 2001 (%)	-12,6	-7,1	1,4
Total number of private dwellings	61	5 289	3 230 196
Population density per square km	36,4	62,4	5,3
Land area (in square km)	3.96	205,53	1 357 743

Entry Island is presently home to approximately 125 Anglophones of Scott and Irish descent, as well as a very few French-speaking individuals. According to Statistics Canada, in 2001, the population of Entry Island was 153 individuals, representing a decline of 12,6% in five years.

The population density is seven times that of the rest of Quebec (Entry Island: 36,4 persons/ km<sup>2</sup> ; Quebec: 5,3 persons/ km<sup>2</sup> ). There are 61 private residences on the island, giving a rate of occupation of 2,5 persons per residence.

Table II – Evolution of demographics on the Magdalen Islands  
Source : Plan de développement du CLD, 2003

Table II clearly shows that the Magdalen Islands community is expected be subject to a substantial decline in their population, as well as significant aging. One may expect a similar scenario for Entry Island, as the proportion of elderly people there is slightly higher than that of the rest of Quebec, and considering factors such as the exodus of the younger population.



## Economy

The local economy is based on the fishery, which mobilizes the vast majority of Entry Island residents. As shown in the table to the right, Entry Island fishermen are responsible for 4,7% of all the lobster caught in Magdalen Island waters.

Agriculture is limited to cattle

raising, and according to the *ministère de l'Agriculture des Pêcheries et de l'Alimentation du Québec*, the community pasture on Entry Island contains 42

Table III – Lobster catches  
SOURCE : DFO-CAM

	Number of fishers	Catches (in pounds)	Value of catches
Grande-Entrée	114	1 799 479 (34,5%)	10 924 406 \$
Grosse-Ile	34	584 851 (11,2%)	3 529 015 \$
Pointe-Basse	37	572 763 (10,9%)	3 452 481 \$
Pointe-aux-Loup	7	136 634 (2,6%)	828 676 \$
Havre-Aubert	16	242 449 (4,6%)	1 480 283 \$
Millerand	22	316 057 (6%)	1 937 453 \$
Entry Island	15	246 173 (4,7%)	1 479 855 \$
Cap-aux-Meules	41	623 798 (11,9%)	3 781 657 \$
L'Étang-du-Nord	38	643 406 (12,3%)	3 928 149 \$
Cap-Vert	4	48 308 (0,92%)	289 482 \$
<b>Total</b>	<b>328</b>	<b>5 213 918 100%</b>	<b>31 631 457 \$</b>

registered animals (cattle and horses). A few families raise chickens and keep vegetable gardens.

A few enterprises offer lodging (two houses for rent, a bed and breakfast, and a campground), restaurant services (one restaurant and a sandwich counter), as well as a dairy bar. A total of 9 rooms are available. All of these commercial activities are seasonal and, with the exception of the dairy bar, may be opened upon request during the off-season.

Table IV – Industries by sector on Entry Island

Table IV, to the right, shows the importance of each industry sector. One can see that **resource-based industries** (69%) are preponderant in comparison to the other sectors (19%), and that **health services** and **education** (12%) are second in importance. **Manufacturing and construction, wholesale and retail outlets, financial services, and professional services** are only available on the main islands.

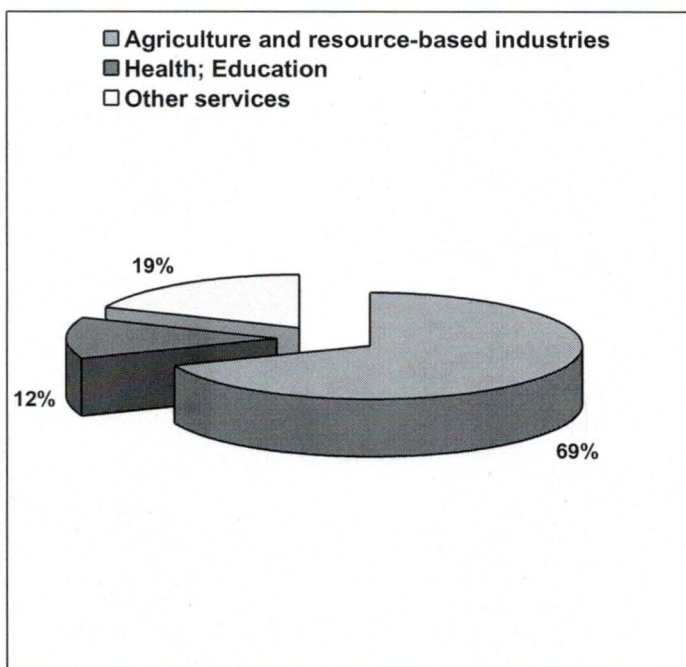


Tableau V – Indicators of the active population  
Sources: Statistics Canada, 2001 and 1996 Censun (integral data).

The rate of activity, 66,7%, is higher than in the rest of Quebec, where it is 64,2%.

Characteristics	Entry Island			Quebec		
	Total	Males	Females	Total	Males	Females
<b>Indicators of the active population</b>						
Rate of activity <sup>(38)</sup>	66,7	61,5	81,8	64,2	71,1	57,7
Rate of employment <sup>(39)</sup>	58,3	61,5	63,6	58,9	64,9	53,2
Rate of unemployment <sup>(40)</sup>	12,5	25,0	22,2	8,2	8,7	7,7

As for the rate of employment on Entry Island, it is comparable to that of the rest of Quebec. However, the rate of unemployment is 12,5% on Entry Island and only 8,2% for the rest of the province.

### Geo-political environment

Entry Island became a distinct municipality for the first time in 1965. Only 36 years later, in 2001, it was merged with L'Île-du-Havre-Aubert. This merger meant that Entry Island lost the status of 'local municipality' and consequently, the community lost its right to bilingual municipal services. However, Entry Island residents benefit from some English services through the good graces of the *Municipalité des Îles-de-la-Madeleine*, formed in 2002 following the merger of the eight local municipalities of the Magdalen Islands.

By virtue of Provincial Decree 1043-2001 creating the new *Municipalité des Îles-de-la-Madeleine*, Entry Island would benefit from representation on the municipal council. However, it is expected that a new electoral district will be created in 2005 that will include Cap-aux-Meules and Entry Island. Therefore, Entry Island residents will lose the representation provided for in the initial decree.

### Land use planning and zoning

Map 1 Sub-divisions and zoning



As shown in the above map, the agricultural and agro-forestry potential of Entry Island is quite strong in proportion to its area.

The soil is rich in minerals and is suitable for agricultural use and pasture. The zone covering the community pasture (Big Hill and the surrounding area), is reserved for raising cattle and grazing horses. The garbage collection site and the air strip are zoned for public use, but the soil in both areas is contaminated. The situation is the same for the industrial zone covering the electric plant and the wharf where contaminants are present. An appreciable portion of the island is set aside for multipurpose use, and these zones are easily accessible. It should be noted that while no land is set aside specifically for recreational use, all of the multipurpose zones include provisions for supporting recreational activities.

## **Transportation**

### **Supply**

Residents carry most of their food and manufactured goods to Entry Island by boat or by plane, according to the season, making their purchases at the various co-operatives, grocery stores, and merchants on the main islands. This additional transportation adds to the cost of living for Entry Islanders. The same is true for services that must be sought on the main islands. In fact, the maritime and air transport services linking Entry Island to the main islands do not meet all of the community's needs: the costs are very high, and the vessels being used are inadequate. Users, especially the Municipality and Hydro-Québec, have difficulty transporting:

- Household garbage, recyclables, and other waste materials;
- The septic-pump truck;
- The truck that delivers heating oil to residences on the island;
- Heavy equipment for road maintenance and repairs and for other construction work;
- Scrapped vehicles;
- Etc.

## Local transportation

As previously mentioned, Entry island is the only inhabited island not connected to the main islands by road. However, residents do travel about the island in cars, pick-up trucks, and on snowmobiles and all-terrain vehicles. The local network of roads, unpaved and not cleared of snow in the winter, is made up of public, municipal roads (5,03 km) and private roads. Because the market is so small, there are no service stations nor garages on Entry Island. Residents must carry in their own fuel and gasoline from the main islands, and must maintain their vehicles themselves.

## Marine transport

Residents who can, travel by fishing boat or pleasure craft, when the season permits. Also, by virtue of the *Règlement sur la gratuité de certains services de transport par traversier*, (Regulation on the gratuity of certain ferry services) residents benefit from a daily shuttle (except Sundays), a service offered by the *Société des Traversiers du Québec*<sup>1</sup>. This ferry can carry up to 28 passengers, and its hold has a capacity of 7,5 T. A further 1,800 kg of cargo can be carried on the deck, which is equipped with a hydraulic lift.

The ferry schedule is as follows:

Departure(Cap-aux-Meules)	8 h 00	15 h 00
Arrival (Entry Island)	9 h 00	16 h 00
Departure (Entry Island)	9 h 00	16 h 00
Arrival (Cap-aux-Meules)	10 h 00	17 h 00

Whereas this service must first respond to the needs of the community of Entry Island, we can see that the restricted schedule reduces the time, five hours, that they have to pursue their activities or their work on the main islands. This is without counting the time required to load and to unload passengers and cargo. Furthermore, this time restriction sometimes makes it necessary to prolong stays on the main islands, and creates additional costs. (Ex: A medical intervention that

<sup>1</sup> Ministère des Transports, (Loi sur les transports L.R.Q., c. T-12, a. 5, par. j)

lasts only a couple of hours might require that the patient leave Entry for Cap-aux-Meules the previous afternoon and therefore, extra expenditures are required for lodging and meals. During the off-season, it is impossible for residents to travel to Prince Edward Island on the ferry without sleeping on the main islands the night before the departure and the night of arrival, etc.).

### **Air transport**

A daily flight between Havre-aux-Maisons and Entry Island replaces the ferry service once ice isolates the island. The plane has a capacity of 8 persons, or 1,600 lbs. Unlike the ferry, residents pay a part of the costs inherent to this shuttle service, that is subsidized by the *ministère des Transports*. The tariff for a one-way flight costs residents \$12, while non-residents pay 24\$ for the same flight. Furthermore, tariffs are charged for transporting merchandise, according to the weight and the volume of the articles. The plane makes two round-trips a day between Havre-aux-Maisons, where flights originate, and Entry Island, the first at 8:30 am, and the second at 3:30 pm, from Monday to Friday. It should be noted that this schedule causes the same type of problems as local ferry schedule.

### **Excursions**

During the summer season, four companies offer excursions to Entry Island. Their combined capacity is some 365 passengers/day. However, the number of people visiting Entry Island on any given day during the high season, rarely exceeds 200.

### **Electricity**

*Hydro-Québec's* thermal power plant, producing 1,200 kW of electricity, burns oil drawn from a tank that is filled each May and November from a boat. This means that the cost of producing electricity on Entry Island is very high compared to the rest of Quebec, as it is for all of the Magdalen Islands.

Oil for heating private residences is delivered once a year by truck. An emergency reservoir is situated at the power plant, in case anyone runs out of heating oil.

Outside of the wharf, the island has no streetlights.

The pasture fence is powered by solar panels.

## **Hygiene**

Entry Island does not have a municipal well, so drinking water is provided by individual wells. According to *Groupe Madelin'Eau*, the quality of the water complies with the standards prescribed by the *Ministère de l'Environnement* and is plentiful enough to meet residents' needs.

Given the absence of buried pipes, each home possesses its own sewage system consisting of a septic tank and a weeping field.

Although residents pay the full tariff for garbage collection, they must carry their own garbage to the holding site where a municipal employee sorts it. Unlike the main islands, only recyclable materials are isolated from household waste. Note that on the main islands, a portion of the non-recyclable waste is composted, while this service is not available on Entry Island. The non-recyclable garbage is compacted and stored on the site while awaiting transport to the regional treatment plant for incineration.

It is also important to note that Entry Island is littered with wrecked vehicles. Without considering the aesthetics of this situation, there remains the fact that the presence of these wrecks can cause certain health problems related to the permeability of the water table and the toxic and fossil materials the wrecks contain.

## **Institutions**

### **Health**

Health services are dispensed by the Entry Island C.L.S.C. The medical personnel consists of two nurses who share the hours of service, and a doctor who visits the community once a month, or more often if required. Also, a team of six first responders, specially trained first-aid staff, assist the nurse in providing medical care.



## Education

Entry Island has a single school called Entry Island Intermediate School. The institution operates under the authority of E.S.S.B, (Eastern Shores School Board), the school board that serves the Anglophones in Eastern Quebec.

The teaching staff of two provides pedagogical services at the pre-kindergarten, kindergarten, primary and secondary 1 and 2 levels. In 2004-2005, there were 16 students. Students are encouraged to obtain their secondary diploma by going to the schools of Grosse-Île, Bonaventure or Gaspé, which all belong to the *Eastern Shores School Board*. For the 2005-2006 school year, the number of students will fall to seven. In an exception to the norm, most of the children belonging to the three families that are leaving Entry Island this year are registered with Francophone schools.

Figure – I Entry Island Intermediate School



## Religion

The Anglican Church serves Entry Island. A single priest provides clerical services to the Anglican populations of Grosse-Île, Old Harry, and Entry Island.

## Development organizations and agencies

The following organizations and agencies are essential tools for the mutual engagement of local partners and members of the community in the execution of projects and programs, and constitute the basic resources for executing the action plan that the community of Entry Island will define.

**Arrimage** : Cultural corporation whose mission is to plan for, and to support, the development of arts and culture; to consult with, and represent the interests of,

artists and of cultural and artistic organizations, and to promote these activities within the community.

**Attention Fragîle** : Not-for-profit organization that works to protect the physical environment of the archipelago.

**Bon goût frais des Îles** : Association of agro-food producers whose mandate is to develop and promote the marketing of local products on both the Magdalen Island and provincial markets. Working in close collaboration with the *Table de concertation agroalimentaire des Îles-de-la-Madeleine*, this association also develops partnerships between producers, restaurants and local retailers.

**Magdalen Islands CEDEC**: Group of local volunteers, the Magdalen Island Community Economic Development and Employability Committee (CEDEC), acts as a catalyst to stimulate and encourage local initiatives in the linguistic minority community, facilitates discussions and supports local initiatives aimed at the socio-economic development of the linguistic minority community.

**Chambre de commerce des Îles-de-la-Madeleine** : Bringing together 250 members (individuals and businesses), the Chamber of Commerce lobbies government to further the socio-economic development of the Magdalen Islands.

**Centre local de développement (CLD)** : Organization whose mission is to mobilize local actors in a process focussing on action, in order to encourage economic development and job creation across the islands, all in partnership with the government and the local community.

**Comité ZIP** :The *Comité ZIP des Îles-de-la-Madeleine* has a mandate to encourage local initiatives aimed at protecting, restoring, conserving and developing the uses and the resources connected to the waters and the shores of the Saint-Lawrence.

**Conférence régionale des élus (CRÉ)** : A public body that enjoys a privileged relationship with government with regard to the socio-economic development of the regions. Its mission is to encourage the development of partnerships in the regions, and when appropriate, to advise the Minister on matters of regional development.

**Economic Development Canada (EDC)** : The doorway to programs designed to support local socio-economic development, EDC intervenes along with local agencies (SADC, CLD). EDC administers, among others, the **Strategic Regional Initiative** that includes an important program aimed at the development of high-end and international tourism products. In an effort to improve the industry's offer, they support projects aimed at coordinating the offer in lodging, food services, activities and outdoor, cultural, and gastronomic tourism. Furthermore, they incite and support projects aimed at diversifying the offer, such as adventure-nature tourism, health tourism, conference tourism and cruises.

**Municipalité des Îles-de-la-Madeleine** : The result of the 2002 amalgamation of the eight local municipalities of the archipelago, the Municipality also carries out the duties of an MRC, both in matters of land use planning and in matters of local development. The Municipality offers water and sewage systems where it is possible to do so, garbage treatment, recreational services, public security (fire fighting) and builds and maintains a system of roads. Police services are offered by the SQ.

**Société d'aide au développement communautaire (SADC)** : The SADC is a locally administered, not-for-profit organization, entirely independent, and financed by Economic Development Canada. Its mission is to stimulate among community members participation in, and ownership of, local economic development initiatives through discussion activities and partnership building.

**Tourisme Îles de la Madeleine (TÎM)** : Grouping more than 300 members of the tourism industry, TIM promotes the destination and defends industry interests. It manages the *Centre intégré de développement touristique* that supports product development.

## **Support agencies**

**Fisheries and Oceans Canada** is responsible for the conservation and sustainable use of Canada's fisheries resources while continuing to provide safe, effective and environmentally sound marine services that respond to the needs of Canadians. A signatory of the Memorandum of Understanding supporting the development of linguistic minority communities, this federal department constitutes a potential partner in future projects related to its mandate. It is also the owner of the harbour infrastructures of Entry Island.

**Entry Island Harbour Authority** is financed by Fisheries and Oceans Canada. Its mandate is to administer harbour activities relating to navigation, the transport of passengers and merchandise, and the handling and warehousing of merchandise.

## **Cultural environment**

In order to understand the internal dynamics of Entry Island, it is important to know something of that which has made this community what it is today. The keystone events of their history, and heritage, their lifestyle and unique culture, leads to an understanding of their values, vision, and collective mission.

## **History and heritage**

In 1880, Entry Island was the largest Anglophone settlement in the Magdalen Islands. Agriculture and cattle rearing comprised the principal basis of subsistence, to which the fishing industry was complementary. Members of the

Entry Island community produced and exchanged milk, butter, cheese, meat and vegetables with the Madelinots, fishermen and merchants who took in supplies there before going to sea. The rise in lobster prices and the improvement in local economic conditions are credited with causing the gradual disappearance of subsistence agriculture. Today, a single registered farmer works in the community pasture, while several other families keep a few head of cattle .

The forest, which once occupied a considerable portion of the land, has been used for a variety of purposes, be it for building houses or boats, or as firewood. Today, only a few isolated stands cover a fraction of the island.

Toward the end of the 1920's, a lobster-processing factory appeared in Entry Island, and every year, *Madelinots* came there to work and to fish. By the end of the 1940's, the building was abandoned due to bankruptcy.

During the two world wars, the residents of Entry Island participated greatly in the war effort, particularly during World War II. Indeed, of the 37 soldiers from Entry Island who fought in WWII, 14 who defended Hong Kong against the Japanese were captured and held prisoner for four years. Of these, eight died and only six returned home safely. Recollections of these events are deeply graven in the collective memory of the islanders, as demonstrated by the photos of veterans displayed in their homes.

The lifestyle on Entry Island, authentic, maritime, tranquil and rhythmic, is unique. Living in physical isolation from the other islands of the archipelago, and in linguistic isolation from the Francophone majority, the community of Entry Island has forged a special insular culture. These isolation factors imply that certain adjustments must be made in terms of communications, transportation, and cultural interpretation. In this sense, they are moderately different from the other Francophone and Anglophone populations of the archipelago.

Equipped with satellite antennas and Internet connections, the people of the community of Entry Island have kept up with modern developments while conserving their traditions. For example, the fishers are equipped with an array of technological devices (radar, GPS, sonar and computers) to help rationalize and organize their fishing. In contrast, many families choose to bake their own bread,

and do their own carpentry, car-repair and boat maintenance, all examples of the tradition of independence.

A long musical tradition winds through their history and their culture, and we still find many talented musicians there.

Agriculture has an important place in their history, combined with today's knowledge of fishing, residents possess valuable knowledge of both the land and the sea.

Finally, note that having lived through a relatively quick transition from an agrarian lifestyle to a lifestyle based on the sea, we can see that this community has successfully adapted to fundamental changes in their environment.

### **Values, mission and community vision**

In describing the heritage, the vision, the mission and the values that a community expresses, the intentions and wishes appear as channel markers showing possible paths for the future. From the numerous changes that have come to Entry Island over the years, comes the collective desire to anticipate what that future will be for the community.

The Magdalen Island CEDEC holds regular forums in order to know how the community imagines overcoming the problems it will face in the future. In order to help push certain ideas into action, they held a forum on December 7 and 8, 2002 at which 65 participants from the island completed a survey aimed at learning their opinion on how they perceived their community, their concerns, and their values. From this survey, Entry Islanders succeeded in identifying what they value most:

1. A safe and peaceful atmosphere;
2. Community spirit;
3. A very special maritime island way of life;
4. Mutual aid among the residents;
5. The community's people.

Once these assets had been pinpointed and made clear, the community of Entry Island drew up a vision statement expressing its collective perception:

***“We see Entry Island as a safe and peaceful community, jealously guarding its heritage, proud of its dynamism, its specificity and its tradition of mutual aid, and as a place where opportunities abound for the people who live there.”***

At the end of the first day, impelled by this new vision of the future of their community – and wishing to speak with a single voice concerning the direction the island should take – community members created the **Entry Island Future Committee** in order to set forth the mission they hoped to give their community:

***“We propose to enhance our quality of life by improving community infrastructure and local communications, by giving our youth more opportunities for education and employment, and by establishing a balanced tourism industry.”***

To achieve these goals, the inhabitants of Entry Island propose to:

1. Increase awareness of the community's heritage and culture;
2. Take measures to keep the youth of the island at home;
3. Make it possible for youth to complete their secondary education on the island;
4. Develop activities for both youth and adults;
5. Have fun at more frequent community gatherings;
6. Participate more in local organizations;
7. Improve and better maintain the community hall;
8. Develop attractions and activities for tourists that will not threaten the way of life of community members;
9. Have better roads.

Concerned over recent changes brought about by tourist traffic, community members are pondering:

1. The possible negative repercussions of the tourism industry;
2. The impact that external influences may have on the Islanders' way of life.

As a result, the residents of Entry Island are now ready to seek partners who can help them in the process of improving their socio-economic situation and in the creation of services and infrastructures for tourists.

## **Development orientations of the Magdalen Island tourism industry**

The tourism industry in the Magdalen Islands is in constant evolution. Over the years, the number of visitors to the islands has systematically resulted from the capacity of the ferries operated by *Le Groupe CTMA*. This maritime link plays a capital role in the evolution of the island environment, as the tourism activities affect the economic, social, and cultural activities of *Madelinots*. The tourism industry does, however, come second in importance after the fishery, and in 2004, the 54,000 visitors to the archipelago generated some \$45M, in various sectors.

Today, a good number of businesses offer various products and services that respond to market demands. In order of importance, the attractions and tourism products offered are: the island and maritime environment, local resources and products, adventure and outdoor tourism, excursions and boating.

The isolated, maritime, environment is the primary attraction of the tourism product. From a development perspective, it is the key element on which rests the future success of the industry. Next in importance are local produce and products from the sea and the land. These are authentic products, more and more appreciated by visitors, and they generate important economic fallout for producers, food industry workers, and retailers.

Adventure and outdoor tourism occupy an important place on the Magdalen Islands. The wind, renowned for its regularity, is perfect for the practice of wind-powered sports. Furthermore, boating and excursions on both land and sea take on considerable importance and allow for the practice of other leisure activities such as ornithology and interpretive visits.

The preservation and the development of the maritime environment, heritage and culture, are the main orientations for tourism development on the Magdalen Islands.



## Diagnosis

### Challenges

Entry Island possesses a number of opportunities relating to the development of infrastructure, equipment, and attractions. However, one can see obstacles and risks related to their development, and these must be taken into consideration when planning or undertaking all future projects.

In fact, isolation creates all sorts of obstacles to carrying out activities on Entry Island, many relating to higher costs and limited access that can prohibit development.

Furthermore, because of its small area and the fragility of both the physical and cultural environment, awareness and effective management practices are very important to the protection of the island's social and ecological integrity. It is imperative to take into account all aspects of the carrying capacity of the area when planning or carrying out activities on Entry Island.

### Disadvantages, infrastructure and equipment missing or requiring improvement:

- The island is relatively small;
- The roads do not meet standards:
  - Generate dust in Summer;
  - Are very narrow;
  - Require a new gravel surface;
  - Are not maintained in Winter;
- Erosion along the shores;
- The carrying capacity of the island has not been evaluated;
- Wrecked vehicles clash with the landscape and pose a health risk to the community;
- The garbage holding site:
  - Lacks maintenance, provoking dissatisfaction among residents;
  - Presence of contaminants in the soil;

- Is highly visible (alters the beauty of the landscape);
- Erosion has exposed an old landfill site and garbage falls onto the shore and into the sea;
- ❑ Infrastructures to be developed:
  - Toilets;
  - Rest areas;
  - Picnic tables;
  - Benches;
  - Public telephones;
  - Showers;
  - Interpretation centre;
  - Signage for pedestrians.
- ❑ Promotion of existing attractions and development of activities for youth and adults;
- ❑ Lack of information available to visitors concerning:
  - Their welcome;
  - Interpretation of the local island lifestyle and culture:
    - Little or of poor quality on the CTMA ferries and on excursion vessels;
    - None at Island businesses;
    - None about the lighthouse;
    - No interpretation centre.
  - Risks related to walking near the cliffs;
  - Private property and public access to attractions.

**Opportunities, attractions, infrastructure, and equipment:**

- ❑ The geographic situation of Entry Island is exclusive, as it is the first island of the archipelago that visitors see when arriving aboard a CTMA ferry.

- ❑ Known for the beauty of its grassy hills and its numerous green spaces, the island embodies the exceptional landscape of the Magdalen Island panorama.
- ❑ The small crafts harbour, used by fishermen and boaters, is a recent infrastructure (2001), essential to any development;
- ❑ The visibility of Entry Island in relation to the Magdalen Islands attracts visitors;
- ❑ Big Hill is the highest point in the archipelago, from which one can admire an exceptional view;
- ❑ The hills and the plateau are appropriate for the development of outdoor activities;
- ❑ The community pasture;
- ❑ The Ivan Quinn Trail leading to the summit of Big Hill;
- ❑ The cliffs (banks) are promising areas for the development of activities like:
  - Ornithology;
  - Geological interpretation.
- ❑ The lighthouse, which is still functional.
  
- ❑ **Community infrastructures:**
  - The Anglican church, that is part of the Magdalen Islands Parish, that maintains three churches;
  - The community hall;
  - The Entry Island Historical Museum which has an interpretative and informative vocation;
  - The old municipal council building.
  
- ❑ **Local services:**
  - A campground (with the possibility of renting a yurt);
  - A restaurant/bar (30 places inside and 48 on the patio);

- A sandwich counter;
- Two convenience stores;
- A bed and breakfast (three rooms);
- Two houses for rent (one with four rooms and one with two rooms);
- A dairy bar.

**PROJECT SHEETS**

## **SECTION I- MOVING PROJECTS FORWARD**

Support infrastructures indispensable to the needs of the Entry Island community are prerequisites to the development of activities oriented toward tourism. Not only will the development of basic structural foundations make it easier to support certain activities – outdoor and interpretive activities – they will benefit both residents and tourists as essential conveniences for the appreciation of the island’s heritage and humanized landscape. In this respect, it is imperative to standardize the community’s support infrastructures, equipment and services, thus clearing the way for future developments.

In this sense, the “project worksheet” format is useful for mapping and exploring the elements required to fully understand and execute a development project. After first identifying the topic and the key priorities targeted, one can then introduce participants to the problem one hopes to solve. Since planning and development always involve risks and benefits, it is important to take into account the feasibility, schedule and costs relative to carrying out such projects. Finally, the degree to which the project undertaken has been accomplished can be evaluated using “Indicators of success”.

**Project.....**

**Communications for Moving Projects Forward**

**Key Priorities.....**

- Ensure the successful completion of development projects
- Develop and maintain productive relations with agencies and organizations that may assist the community in carrying out their development projects;
- Engage partners and other resources in the successful completion of development projects;
- Develop communications strategies that promote the community and its vision for the future

**Challenges.....**

The community of Entry Island is both physically and linguistically isolated from the larger Magdalen Island community, making it very difficult to communicate effectively with government and other potential development partners. Those in a position to support the community in their development projects often lack knowledge and understanding of the challenges the community faces, and are therefore unwilling or unable to assist. The enthusiasm felt by community leaders at the outset of a new project is quickly doused when they realize that their voices are not being heard, or that they are being ignored by the agencies and organizations they approach for help. The amalgamation of the electoral district of Entry Island with that of Cap-aux-Meules, in November 2005, diluted their voice from the Municipality's decision making process. Furthermore, lacking a clearly defined global vision for the community's future and the strategic planning for achieving their development goals, development agencies and organizations were hesitant to become involved.

## Proposed Solutions.....

### ► Empower the Future Committee

- ❑ Make this group the official voice of the community. “Outsiders” will be more at ease if they know that the group they are speaking with represents the whole community and that the group possesses a certain “authority” therein;
- ❑ Nominate a group of three members of the Future Committee to act as the local advisory committee to the municipal councillor of the new electoral district of *Cap-aux-Meules – L’Île-d’Entrée* and convince said councillor of the usefulness of such an advisory group (All municipal councillors on the Magdalen Islands are entitled to create their own advisory committee.) This elected official is the community’s link to the Municipal Council: the decision-making body with the greatest impact on the quality of life of residents and the body responsible for local roads, waste management, the Ivan-Quinn Trail, and the community pasture;
- ❑ Learn to communicate more effectively and develop a more thorough understanding of how government is structured. Organize workshops for members of the Future Committee and other individuals who may benefit from specialized training in these fields.
- ❑ Learn more French in order to facilitate communications with outside organizations. Work with local and regional institutions to develop training programs well suited to the needs of community members.

### ► Incorporate the Future Committee

- ❑ Incorporate in order to allow the Future Committee to apply for grants, manage development projects, own and manage community properties and buildings, etc.;



- ❑ Hire a coordinator to assist the committee in its administrative duties, to engage community members and facilitate their participation in the development process, and to coordinate the various actions required to successfully carry out the three-year strategic development plan.

▶ **Acquire better communications tools**

- ❑ Establish a permanent headquarters for the Future Committee: an office for the coordinator, and a permanent meeting place for the committee, its various sub-committees, *ad hoc* committees, and working groups;
- ❑ Purchase a “turtle” (a hands free telephone conference tool) to facilitate meetings with development partners off-island. While face-to-face meetings are generally more effective and should be held whenever possible, the “turtle” allows for quality voice communications among members of a group;
- ❑ Analyse the need for a telephone conference service and, if required, enter into an appropriate contract with an experienced service provider.

**Benefits.....**

Through the Future Committee, the community will strengthen its voice and thereby:

- ❑ Provide government authorities (Municipal, Provincial and Federal) with valuable information about Entry Island that will result in better decisions for the community;
- ❑ Apply appropriate pressure to decision-makers;
- ❑ Remind development partners of the community’s desire to move forward;
- ❑ Take charge of its development.

Hiring a coordinator will greatly improve the community’s chances of successfully completing the various development projects proposed in this study. It will make





it easier for them to recruit volunteers, to ensure that their experience is a rewarding one, and that they are not “burned out” before the project is completed. Establishing a development headquarters will open the process to the community and promote greater levels of participation. Providing the coordinator and the committee with stimulating and efficient workspaces will improve the quality and increase the quantity of work accomplished.





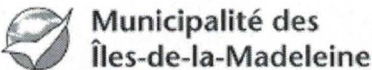
Better tools make it easier and more pleasant to communicate. The expected results are more frequent and more effective communications with off-island decision-makers and development partners, as well as a significant reduction in costs related to travel and lodging.

**Feasibility.....**

Local and regional development agencies and organizations are supportive of the community’s efforts to take charge of local development projects. They are aware that the community cannot be expected to carry out all of the projects outlined in the strategic development plan without adequate and appropriate assistance.

Potential partners.....

Resources	Type of Support	References
 <p>Registraire des entreprises Québec</p>	<p>Instructions and application forms for creating a not-for-profit organization</p>	<p><u>REQ - Home</u></p>
 <p>CLD DES ÎLES-DE-LA-MADELEINE Centre local de développement</p>	<p><b>FUNDING &amp; TECHNICAL SUPPORT</b></p> <p>Funds for the development of enterprises of social economy</p> <p>Establishing an office and meeting room for the Future Committee</p> <p>Employment contract for coordinator</p>	<p><u>Association des CLD du Québec</u></p>
 <p>SADC Société d'aide au développement de la collectivité des Îles-de-la-Madeleine</p>	<p><b>FUNDING &amp; TECHNICAL SUPPORT</b></p> <p>Investment Fund</p> <p>Establishing an office and meeting room for the Future Committee</p> <p>Employment contract for coordinator</p>	<p><u>SADC - Investment Fund</u></p> <p><u>SADC - contact information</u></p>
 <p>Telebec</p>	<p>Sale and rental of teleconferencing tools and services</p>	<p><u>Shopping Online &gt; Business Solutions &gt; Telecommunications systems</u></p>

	<p><b>Community Economic Development and Employability Committee</b></p> <p>The CEDEC could assist in organizing communications workshops and French second language training</p>	<p><b>Magdalen Islands CEDEC</b></p> <p>Tel.: (418) 985-2940</p> <p>Fax: (418) 985-2941</p> <p><a href="mailto:micedec@sympatico.ca">micedec@sympatico.ca</a></p>
	<p><b>FUNDING</b></p> <p><b>Enhancement of Official Languages Program</b></p> <p>(<i>Second-Language Learning Component</i>)</p>	<p><a href="http://www.patrimoinecanadien.gc.ca/progs/lo-ol/progs/mevals_e.cfm">http://www.patrimoinecanadien.gc.ca/progs/lo-ol/progs/mevals_e.cfm</a></p>
	<p><b>FUNDING</b></p> <p>Wage subsidies</p> <p>Training programs</p>	<p><b><u>Emploi-Québec</u></b></p> <p><b><u>Local employment centre</u></b></p>
	<p><b>FUNDING</b></p> <p>Wage assistance</p> <p>Development of infrastructures</p>	<p><b><u>Ministère du Développement économique, de l'Innovation et de l'Exportation (MDEIE)</u></b></p>
	<p><b>FUNDING</b></p> <p><i>Pacte rural</i> – Funding for community development (Infrastructure, and sustainable development projects)</p> <p><b>TECHINCAL SUPPORT</b></p>	<p><b>Councillor for the Village of Entry Island</b></p> <p>Diane Chenell : 986-3894</p> <p><a href="mailto:dchenell@muniles.ca">dchenell@muniles.ca</a></p> <p><b>Director of Development and Land-Use Planning Services</b></p> <p>Jeannot Gagnon</p> <p>986-3100 ext. 422</p> <p><a href="mailto:jgagnon@muniles.ca">jgagnon@muniles.ca</a></p>

**Calendar.....**

**Immediately:**

Attend the public meeting that Diane Chenell is arranging in order to allow residents to be introduced to the candidates running for Mayor and for Municipal Council. The elections will be held November 6, 2005.

**Short term:**

- Meet with local SADC and CLD agents to investigate opportunities for financing:
  - The hiring of a coordinator for the Entry Island Future Committee;
  - Establishing a development headquarters on Entry Island (adequately equipped office and meeting room);
  - The purchase of communications tools and services;
- Acquire appropriate funding and subsequently establish a headquarters and hire a coordinator for the Future Committee;

**Throughout the duration of the project:**

- Improve communications skills and strategies and put them to work for the community.

**Indicators of success.....**

- Establishment of a permanent office and meeting room;
- Number of meetings held with decision makers;
- Hiring of a coordinator;
- Number of workshops offered and level of participation;
- Hours of French study.

## **SECTION II – BASIC INFRASTRUCTURES**

**Project.....**

**Ferry Services**

**Key Priorities.....**

- Harmonize the transportation service with the needs of the inhabitants of Entry Island.
- Make it possible for residents of Entry Island to spend more time on the main islands.
- Facilitate loading of passengers with reduced mobility;
- Make it possible for visitors to spend more time on Entry Island in the event of new tourism products being developed.

**Challenges.....**

Transportation company: S.P. Bonaventure, G.G.R Cyr Transport Inc.



Schedule: Monday to Saturday:

Departs (Cap-aux-Meules)	8:00 a.m.	3:00 p.m.
Arrives (Entry Island)	9:00 a.m.	4:00 p.m.
Departs (Entry Island)	9:00 a.m.	4:00 p.m.
Arrives (Cap-aux-Meules)	10:00 a.m.	5:00 p.m.

Considering that the local ferry service is primarily intended for the use of the residents of Entry Island, the schedule clearly limits the time available to them for work or other activities on the main islands: maximum time available on the main islands is five hours. The lack of service on Sundays is an additional source of dissatisfaction among residents.

Furthermore, passengers with reduced mobility do not have access to specialized equipment allowing them to board the ferry by themselves. This lack of equipment makes the operation uncomfortable

Moreover, this time constraint sometimes obliges residents to spend extra time away from home, thus incurring additional expenses. For example:

- A medical procedure taking several hours could oblige the patient to go to Cap-aux-Meules the day before, requiring extra expenses for meals and accommodation;
- In the off-season it is impossible for residents to take the ferry to Prince Edward Island without staying overnight on the main islands both the day before leaving and when they return.

### **Proposed Solution.....**

Reach an agreement with the transportation company so as to better meet the needs of residents:

- Consult with residents to determine the schedule they would like to see put into place.
- Designate one or more representatives to negotiate changes with the transportation company, or, if required, with the *Société des Traversiers*.

### **Benefits.....**

The residents of Entry Island would have enough time to carry out work and other activities on the main islands. In addition, it is important to note that they would save on the costs associated with the scheduling incompatibility between the ferry services of CTMA Group and the S.P. Bonaventure. These modifications would also create more favourable conditions for commercial development.



**Feasibility.....**

The *Société des traversiers du Québec* does not determine the schedule, leaving a free hand to those directly concerned. The schedule is left to the discretion of the transportation company and its clientele, provided it conforms to the terms of the contract issued by the *Société des traversiers du Québec*.

Good relations between the ferry service contractor and the population of Entry Island constitute a valuable asset.

**Costs.....**

None.

**Schedule.....**

Short term: To be negotiated in the autumn of 2005 with a view toward the 2006 season.

**Project**.....

Local Transportation

**Key Priorities**.....

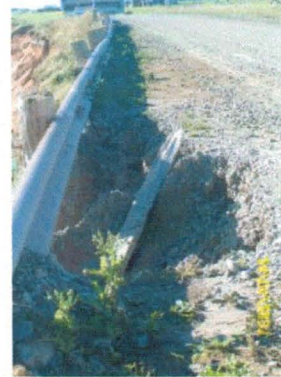
- Reduce the dust in dry weather in order to protect and conserve air quality;
- Improve security on the roads;
- Rebuild and maintain the municipal roads.

**Challenges**.....

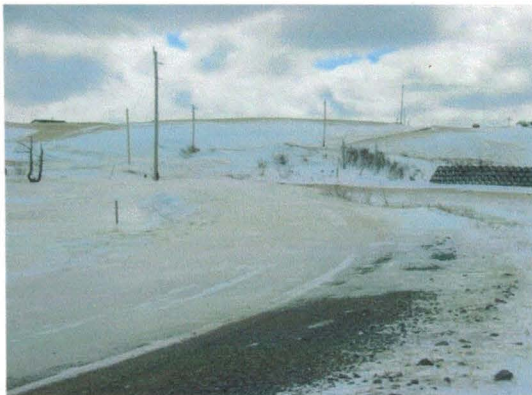
Identification of roads network



Entry Islanders use a small municipal road network on the island totalling 5,03 km in length, as well as private roads. However, the poor quality, the width and the lack of maintenance causes some problems and dissatisfaction for residents and visitors. Indeed, in dry weather, the roads produce a lot of dust, which constitute a reduction of the quality of life of residents as well as difficulties in developing outdoor activities. Also, considering that no sidewalk is available for the walkers, the dust represents a danger for them, because it reduces the visibility for walkers and drivers both. We must also consider the nuisance that the dust creates when it settles everywhere. Furthermore, coastal erosion threatens the integrity of the road in several places.



Likewise, the lack of roads maintenance in winter causes some risk for pedestrians and vehicles, as the way can be slippery or blocked with snow. The non-conformity of roads causes water to accumulate in puddles that freeze into sheets of ice.



**Proposed Solutions.....**

To improve air quality and the security of residents and visitors, major repairs and regular maintenance must be undertaken by the municipality. To solve the dust problem, the road must be resurfaced with new material of adequate quality and in sufficient quantities. The solution to the erosion problem is to move the existing road inland.

To ensure adequate follow-up of this project, the community must establish a good working relationship with the municipal council and make them aware of the community's concerns. The needs of the residents of Entry Island are specific to this insular community and must be understood and taken into consideration by authorities and services providers.

**Benefits.....**

- Ensure the safety and protect the health of residents and visitors;
- Improve quality of life for residents and the quality of visits for tourists.




**Feasibility.....**

The *Municipalité des Îles-de-la-Madeleine* began work on a project to repair roads on Entry Island through a program entitled *Corridors touristiques*, by which many roads on the Magdalen Islands would be restored or improved. However, provincial budgets were adjusted for the Magdalen Islands and the monies set aside for the restoration of Entry Island roads were cut from the local budget.

The goal of the road works planned for Entry Island was to bring the road up to government standards. The mapping portion of the project is already completed by the Municipality, and includes layers showing the existing roads and the proposed trajectory for the upgraded system that would meet existing norms and provide for potential coastal erosion. The Entry Island Future Committee assisted the Municipality by soliciting landowners and having them sign letters of intention stating their willingness to sign over small strips of land in order to allow the planned improvements to be made to the roads.

Despite complaints addressed to the Municipality about this situation, there have been no further developments in this area.

**Potential partners.....**

Resources	Type of support	References
 <b>Municipalité des Îles-de-la-Madeleine</b>	Pacte rural : Funding for rural community development Administrated by the Municipality of the Magdalen Islands	Jeannot Gagnon, Development and Land Use Planning 460, Chemin Principal Cap-aux-Meules, Qc G4T 1A1 <b>986-3100</b>
 <b>Municipalité des Îles-de-la-Madeleine</b>	Management and repairing roads	Jean Richard, Public Works 460, Chemin Principal Cap-aux-Meules, Qc G4T 1A1 <b>986-3100</b>
<b>Affaires municipales et Régions Québec</b> 	Fonds sur l'infrastructure municipale rurale (FIMR) Volet 3	<a href="http://www.mamr.gouv.qc.ca/infrastructures/coor">http://www.mamr.gouv.qc.ca/infrastructures/coor</a> <a href="http://www.mamr.gouv.qc.ca/infrastructures/infr_muni.htm">http://www.mamr.gouv.qc.ca/infrastructures/infr_muni.htm</a>

**Costs.....**

The Municipality of the Magdalen Islands has estimated the costs involved in bringing the road network up to standard at about \$400,000. This estimate includes labour, materials and transportation of the latter.

**Calendar.....**

Phase I: Preparation, transportation of aggregate and beginning of work.

**Indicators of success.....**

- Length of road repaired;
- Amount of dust produced in the dry season;
- Quality of the roads in winter;
- How long the repaired roads last.

**Project**.....

**Waste Management**

**Key Priorities**.....

- Protection and conservation of the environment
- Protection of human health;
- Improve the aesthetic appearance of the island.

**Challenges**.....

Location of the waste holding site



The waste holding site



The problem of waste matter in an island context necessarily implies setting up an adequate and permanent system of management. On the main islands of the archipelago, municipal initiatives have led to the establishment of a triage system by which materials destined for composting, incineration and recycling are separated at source. The success of this type of undertaking is fundamentally dependent on the support of a regular public sanitation service without which the collection, triage, warehousing and removal of waste materials would be deficient or inadequate. Note that more and more, composting is recognized as a necessity because this type of waste generates a significant source of energy in the form of compost, while preventing overuse of the incinerator.

On Entry Island the situation is fairly different. However, the stevedoring of these materials, from the holding site to the regional waste management site, generates substantial costs and is fraught with a number of difficulties having to do with the fact that transportation is inadequate and irregular. It must be pointed out that this



site has limited capacity and that the problems related to waste removal lead to the site being congested and poorly kept.



As well, since no composting service is offered to residents, compostable matter must be transported to the reception site located at Havre-aux-Maisons. Finally, the transshipping site is exposed to the view of residents and visitors alike, since it is located at the point of entry to the island.

**Proposed Solutions.....**

The solution to the transportation problem is to provide facilities that meet local needs at an affordable price.

While the management of waste matter is under municipal jurisdiction, transportation of said matter is under federal and provincial jurisdiction.

Setting up a local composting system would considerably reduce the amount of waste received at the transshipping site.

Establishing good relations with the municipal councillor will ensure that he takes an active interest in this subject, and will increase his sensitivity to the concerns of the people of Entry Island. The residents of Entry Island have special needs where public services are concerned, and this specificity should be taken into consideration by those in power.

**Benefits.....**



Ending congestion and improving upkeep of holding site will bring important benefits related to human health. In addition the area surrounding the site will benefit aesthetically.

Composting would generate a significant amount of energy in the form of compost, would reduce the volume of waste to remove and would avoid overuse of the incinerator.

**Feasibility.....**

Steps have already been undertaken to seek action from the departments of government concerned (environment, transport). It will be especially important to follow up with those officials and to continue to remind them of the urgency of the matter.

**Potential partners.....**

Resources	Type of support	References
 <b>Municipalité des Îles-de-la-Madeleine</b>	Management solutions for handling and storing solid waste	460, Chemin Principal Cap-aux-Meules Qc. G4T 1A1 986-3100
 <b>Fisheries and Oceans Canada</b>	Evacuation of potential dangerous matters that fall into the sea	<a href="http://www.dfo-mpo.gc.ca/canwaters-eauxcan/water-eau/index_e.asp">http://www.dfo-mpo.gc.ca/canwaters-eauxcan/water-eau/index_e.asp</a>

**Costs.....**

To be determined

**Schedule.....**

To be determined

**Indicators of success.....**

- Number of shipments made annually to remove waste materials;
- Regularity in maintainin the site;
- Creation of an effective composting system.

**Project.....**

**Transporting scrap vehicles**

**Key Priorities.....**

- Protection and conservation of the environment
  - o Protect human health;
  - o Prevent soil contamination by fossil fuels and other toxic waste;
  - o Safeguard the quality of ground water as a source of drinking water;
- Improve the aesthetic appearance of the landscape.

**Challenges.....**

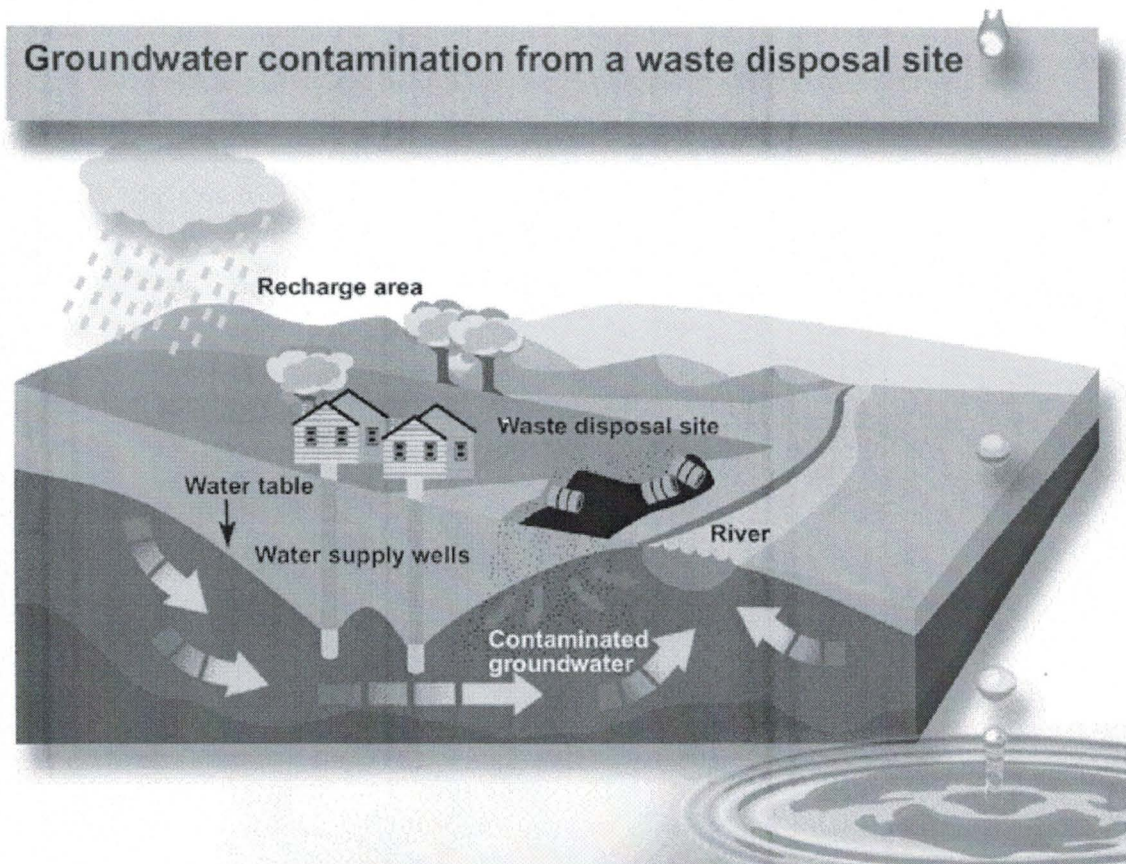
Scrap vehicles litter the landscape



As mentioned previously, the only transportation service available for removing the carcasses of unusable vehicles littering a number of properties on Entry Island is inadequate and too expensive.

The presence of these vehicles is a blight on the landscape. Given the community's desire to promote and encourage development of outdoor activities, the beauty of the natural landscape is an important asset that must be carefully protected. Clearly, before the tourist potential of Entry Island's natural beauty can be properly developed it is essential that these vehicles be removed.

In addition, the presence of such vehicular carcasses raises questions about soil contamination by fossil fuels and the toxic compounds that could spread from them into the ground water.



**Proposed Solution.....**

The solution to the transportation problem is to provide facilities that meet local needs at an affordable price.

While the management of waste is under municipal jurisdiction, removal of it is under federal and provincial jurisdiction.


**Benefits.....**

Removal of these vehicles would improve the beauty of the landscape while protecting residents' health by safeguarding the quality of the ground water as a source of drinking water.

**Feasibility.....**

This problem is similar to that of the removal of waste matter. Steps have already been taken to seek action from the government departments concerned (environment, transportation). It will be especially important to follow up with those officials and to continue to remind them of the urgency of the matter (political pressure).

**Potential Partners .....**

Ressources	Type de soutien	Références
 <b>Environnement Canada</b>	Priority Substances Assessment Program	<a href="http://199.212.18.76/substances/ese/eng/psap/psap_1.cfm">http://199.212.18.76/substances/ese/eng/psap/psap_1.cfm</a>

**Costs.....**

To be determined

**Schedule.....**

To be determined

**Indicators of success.....**

- Number of removed vehicles;
- Equitable costs for the removal of vehicles, in comparison to main islands.

**SECTION III- COMMUNITY AND TOURISM  
INFRASTRUCTURES**





Composed as they are of volcanic basalts, collapse breccia, friable sandstones and siltstones, and green, grey and black mudstones, the cliffs of Entry Island, like those throughout the Magdalen Islands, are susceptible to erosion. People as well can be endangered by the instability of the coastal geological environment. And along with being an outstanding tourist attraction for visitors, the cliffs are important nesting sites for colonies of birds.

Equally, Big Hill and the lesser hills of the island, which form the community pasture, all have a probable risk of being affected by increased human activity. The vegetation in the fields maintains and protects the stability of the soil from potential erosion. Moreover, this vegetation constitutes the food source of the island's cattle and is thus an ecosystem whose preservation is essential.

Finally, the lack of sidewalks and trails, and of signage along the roads, are a cause for annoyance among the residents of Entry Island, because visitors walk through fragile areas.

### **Proposed Solutions.....**

- Manage visitor traffic on the island so as to encourage the discovery, appreciation and understanding of Entry Island and its inhabitants, and a rewarding and respectful enjoyment of both.
- Concentrate visitor traffic by building a number of walking trails:
  - To facilitate decision-making in this matter:
    - A-** Solicit the needed expert help to assess the island's carrying capacity with a view toward the possible activities that may be developed.
    - B-** Solicit the needed expert help to identify sites at risk.
    - C-** Choose types of walking trail (for whom?).
    - D-** Choose the routes.
    - E-** Build the trails.
- Improve signage on the island, including in the community pasture and along the trails, to make it easier for visitors to find their way around, to sensitize them to the fragility of the natural environment,

and to warn them of the risks inherent in the practice of certain recreational activities, particularly hiking near the cliffs.

### **Benefits.....**

- Make the island a safe place to visit while limiting the impact of visitors' activities.
- Safeguard environmental sustainability while improving residents' quality of life.
- Guarantee a high-quality experience for visitors to the island.
- Make the most of Entry Island's attractions and infrastructures (Lighthouse, Community Hall, Museum, Anglican Church, etc.).



### **Feasibility.....**

The success of this project depends on the will of the parties concerned (the residents, the Municipality of the Magdalen Islands, departments of government and environmental agencies) to collaborate in bringing it to fruition. The development of hiking trails must take into account the fact that many parts of the island are private property. Should access be refused to a given property, an attempt should be made to reach an agreement with the owner, failing which the trail would have to go around that property.

The *Comité ZIP* of the Magdalen Islands (*Zone d'intervention prioritaire*, priority action zone) and *Attention Fragîles* are working together on documentation and on raising the awareness of all those whose activities could have an impact on the environment and on areas needing protection. A network of marked trails has already been developed for the coastal and mountainous zones of the main islands. These achievements could serve as models for the development of a network of trails on Entry Island. The latter project is being followed by *Attention Fragîles*, which constitutes an important source of expertise regarding the tasks to

be dealt with. Similarly, *Comité ZIP* will be a significant analytical resource for developing trails.

**Potential Partners .....**

Resources	Type of support	References
 <b>Environment Canada</b>	Environmental Assessment Program Program EcoAction Environmental Damages Fund Atlantic Coastal Action Program (ACAP) Green Source	<a href="http://www.ec.gc.ca/ea-ee/home/home_e.asp">http://www.ec.gc.ca/ea-ee/home/home_e.asp</a> <a href="http://www.ec.gc.ca/ecoaction/index_e.html">http://www.ec.gc.ca/ecoaction/index_e.html</a> <a href="http://atlantic-web1.ns.ec.gc.ca/edf/Default.asp?lang=En&amp;nav=68F62A57-11">http://atlantic-web1.ns.ec.gc.ca/edf/Default.asp?lang=En&amp;nav=68F62A57-11</a> <a href="http://atlantic-web1.ns.ec.gc.ca/community/acap/default.asp?lang=En&amp;n=085FF7FC-1">http://atlantic-web1.ns.ec.gc.ca/community/acap/default.asp?lang=En&amp;n=085FF7FC-1</a> <a href="http://www.ec.gc.ca/ecoaction/before_e.html">http://www.ec.gc.ca/ecoaction/before_e.html</a>
 <b>Canadian Environmental Assessment Agency</b>	Participant Funding Program	<a href="http://www.ceaa-acee.gc.ca/010/0001/0002/index_e.htm">http://www.ceaa-acee.gc.ca/010/0001/0002/index_e.htm</a>

**Schedule.....**

- Phase I: Evaluate the potential and capacity of the island (expert help).
- Phases II and III: Select types of trail (for whom?), and develop routes.
- Phase IV: Build trails.

**Costs.....**

Depending on the type of trail one wants to provide, it could be necessary to lay down a surface material and to erect informational and directional signs, engendering costs proportionate to the magnitude of the work performed.

**Indicator of success.....**

- Length of the path;
- Number of visitors using the path.

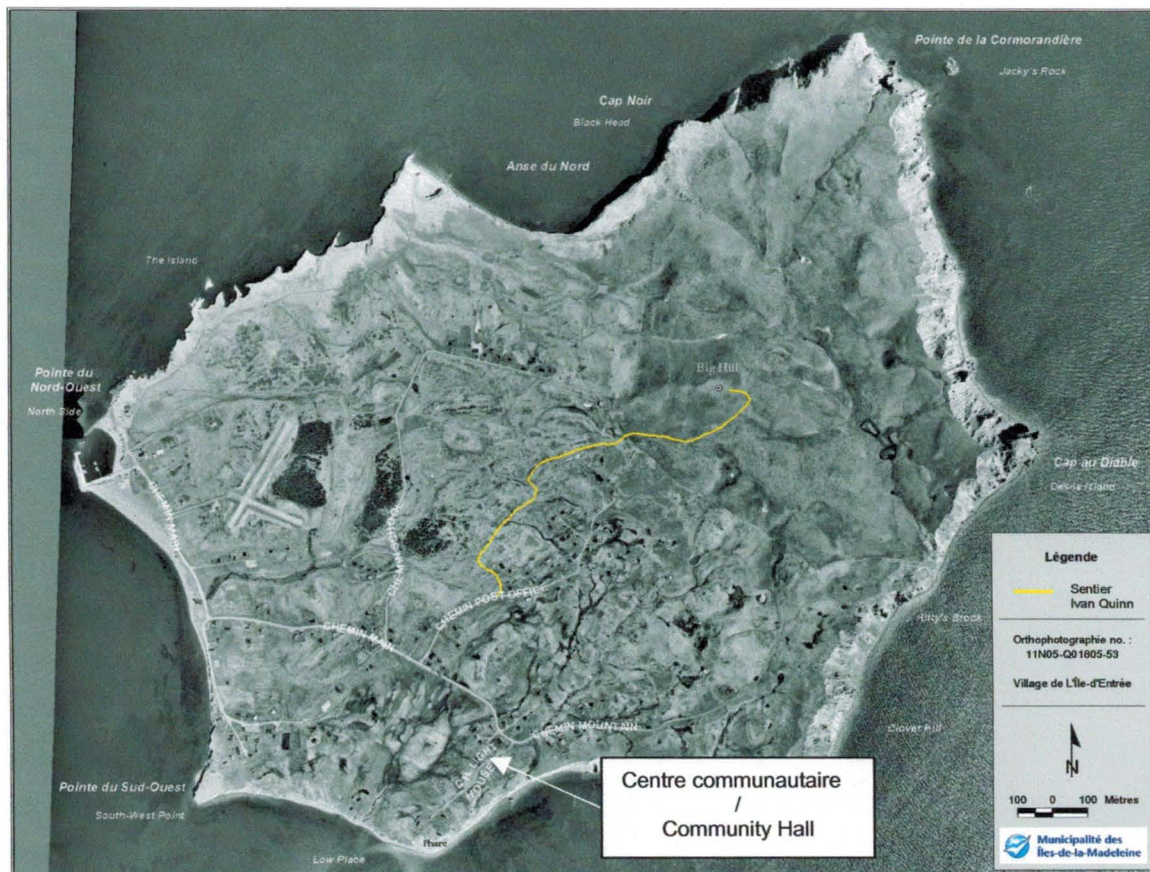
## Project.....

Interpretation program

## Key priorities.....

- Increase visitors' knowledge about Entry Island
- Improve relations between visitors and residents;

## Identification of locale.....



People enjoy travelling because it allows them to discover new environments, to encounter new people, and to take part in cultural exchanges. This desire to experience something new is a growing tendency and travelers demand more

and more information in order to enrich their cultural experiences. We know that small, isolated communities hold great interest for visitors, and that this is especially true for island communities. While Entry Island has a lot to offer its visitors, it also faces important obstacles in presenting its unique culture to others. Being set apart on a remote island, and being an Anglophone minority within a Francophone majority requires that certain information be interpreted and presented to tourists in such a way as to make their visit as enriching as possible. Entry Island receives a considerable number of visitors each year, but information about the Island's history, heritage, culture and lifestyle is lacking, because the community lacks appropriate medium for transmitting this information. Therefore, the job of interpreting Entry's culture, heritage and lifestyle has fallen to outsiders, and the community tells of experiencing several episodes of disappointment and embarrassment in recent years, because false, or derogatory information was disseminated to the outside world. Residents say these experiences have made them wary of visitors.

While the museum already informs visitors about certain important aspects of the community's history, it is difficult for the organisation to ensure that all of their guides are bilingual. Furthermore, because they have chosen to focus on the historical aspects of community life, they lack a full interpretation program adapted to modern-day, local realities. In order to offer a quality experience to visitors, and to better inform them about the various facets of Entry Island culture, the development of an interpretation centre is required.

**Proposed solutions.....**

An interpretation centre is a place to channel the information we wish to share in an intelligible and logical manner, and in such a way as to realistically reflect local culture. The information offered must be exact, and must represent the 'real' Entry Island.

The community must develop an interpretation program before setting up a centre for presenting information to visitors. This action includes a series of steps that will result in the final product. The goal is to describe the local island lifestyle, both past and present.

### **Content**

The information shared through various media (guides, information pamphlets, maps, or interpretive panels) must reflect the community's mentality and inform visitors about specific aspects of its culture, lifestyle, changes experienced by the community and the impacts these changes have on the social and cultural habits of residents. This implies covering all of the realities the community faces, both internal (what happens on Entry Island) and external (what happens on the outside that affects Entry Island), and focussing on events or facts that have influenced lifestyle, culture, habits and customs.

Following is a list of themes that could be researched and documented:

- Religion, ideological beliefs and rituals;
- Legends and myths, both oral and written;
- Arts and crafts;
- Traditional music;
- Cultural heritage (Irish and Scottish);
- Social structure (marriages, family relationships, founding families);
- Economic and commercial trade (subsistent way of life; ex: hunting, fishing, farming, gathering);
- Sports, leisure, and recreational activities, and;
- Historic and society-altering events.

Exhaustive research in each of these areas will bring understanding as to the when, who, what, where, how, and why that make Entry Island what it is today, and to thereby develop a clear and precise portrait of the community. The goal in documenting these facts is to establish, if possible, exactly what makes Entry

Island's culture different from other cultures: What are its distinctive qualities; Which local characteristics make it stand out from other communities; What kind of cultural exchanges have developed with neighbouring communities over the years.

These historical and modern facts may serve to unveil contrasts or elements of island culture that have taken on some new significance. For example, we could see Entry Islanders go back to growing blue potatoes. In today's context, this activity takes on an entirely new meaning: In the past, growing potatoes was a means of survival, while today, it's done for the simple pleasure of producing fresh food from our own gardens.

### Steps

- Collect data (research and documentation) :
  - Archives;
  - Newspapers and journals;
  - History books;
  - On the Internet;
  - Any other pertinent document.
- Analyse the information collected;
- Select the pertinent information to include in the interpretation program;
- Organize the selected information into a series of themes in order to determine the types of information to be offered, and to render the interpretation program clearer and more logical. Examples of the types of information to offer:
  - Religion, ideological beliefs and rituals;
  - Legends and myths, both oral and written;
  - Arts and crafts;
  - Traditional music;
  - Cultural heritage (Irish and Scottish);



- Social structure (marriages, family relationships, founding families);
  - Economic and commercial trade (subsistence as a way of life; ex: hunting, fishing, farming, gathering);
  - Sports, leisure, and recreational activities, and;
  - Historic and time-altering events.
- Develop the media that will be used to disseminate information:
- Text with pictures and descriptions;
  - CD-Rom, DVD.
  - A map of the island showing trails, attractions, and areas you want to focus attention on;
  - Exhibits :
    - Objects and tools that were used in the past, but are no longer used;
    - Tools used today for various tasks (fishing, etc.);
    - Modern and ancestral work methods;
    - Information and photographs on the various fisheries (lobster, tuna, halibut, whelks, herring, cod, etc);
    - Photographs of Entry Island at different times of the year;
    - Photographs of fishermen;
    - Etc.
  - Trained interpretive guides

**Benefits.....**

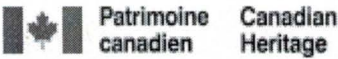

- Help visitors discover Entry Island's culture and the context in which it is evolving, by informing them of those events that contributed to forging today's social reality, the transitions the community has gone through, and the impacts that these transitions have had on residents.

- ❑ The community will gain control over the information disseminated to outsiders and may thereby guarantee its veracity and develop a sense of pride in their unique heritage.
- ❑ Reduced tension between visitors and residents.

**Feasibility.....**

The community of Entry Island hopes to use the Community Hall as an interpretation centre, as it is located near the lighthouse and because it is an existing infrastructure that could be easily renovated for this purpose. Several organisations, like C.A.M.I., the Entry Island Museum, the Regional Archives (Line Bouffard, resource person), and educational institutions can be approached for assistance in developing this project.

**Potential partners.....**

Resources	Type of support	References
	<p><i>Development of official-languages program</i></p> <p><i>Enhancement official-languages program</i></p> <p><i>Cultural Spaces Canada</i></p>	<p><a href="http://www.patrimoinecanadien.gc.ca/progs/lo-ol/progs/dclo_e.cfm">http://www.patrimoinecanadien.gc.ca/progs/lo-ol/progs/dclo_e.cfm</a></p> <p><a href="HTTP://WWW.PATRIMOINECANADIEN.GC.CA/PROGS/LO-OL/PROGS/MEV_E.CFM">HTTP://WWW.PATRIMOINECANADIEN.GC.CA/PROGS/LO-OL/PROGS/MEV_E.CFM</a></p> <p><a href="http://www.pch.gc.ca/progs/ecc-csp/index_e.cfm">http://www.pch.gc.ca/progs/ecc-csp/index_e.cfm</a></p>
	<p><i>Canadian Rural Partnership Networking initiative</i></p>	<p><a href="http://www.rural.gc.ca/programs/networking_e.phtml">http://www.rural.gc.ca/programs/networking_e.phtml</a></p>

## **Schedule.....**

First step (3 - 4 months):

- Collect data (research and documentation).

Second step (1 - 2 months):

- Analyse information collected;

Third step (1 month):

- Select pertinent information to include in the interpretation program;

Fourth step (1 month):

- Organize selected information into a series of themes in order to allow for better understanding and to render the interpretation program clearer and more logical;

Fifth step (3 - 4 months):

- Develop the media for disseminating the information:
  - Text;
  - CD-Rom, DVD
  - Maps;
  - Exhibits;
  - Stands;
  - Etc.

## **Costs.....**

To be determined.

## **Indicators of success.....**

- Creation of an interpretation centre;
- Visitor satisfaction (questionnaires, polls)
- Number of visitors per season;

**References.....**

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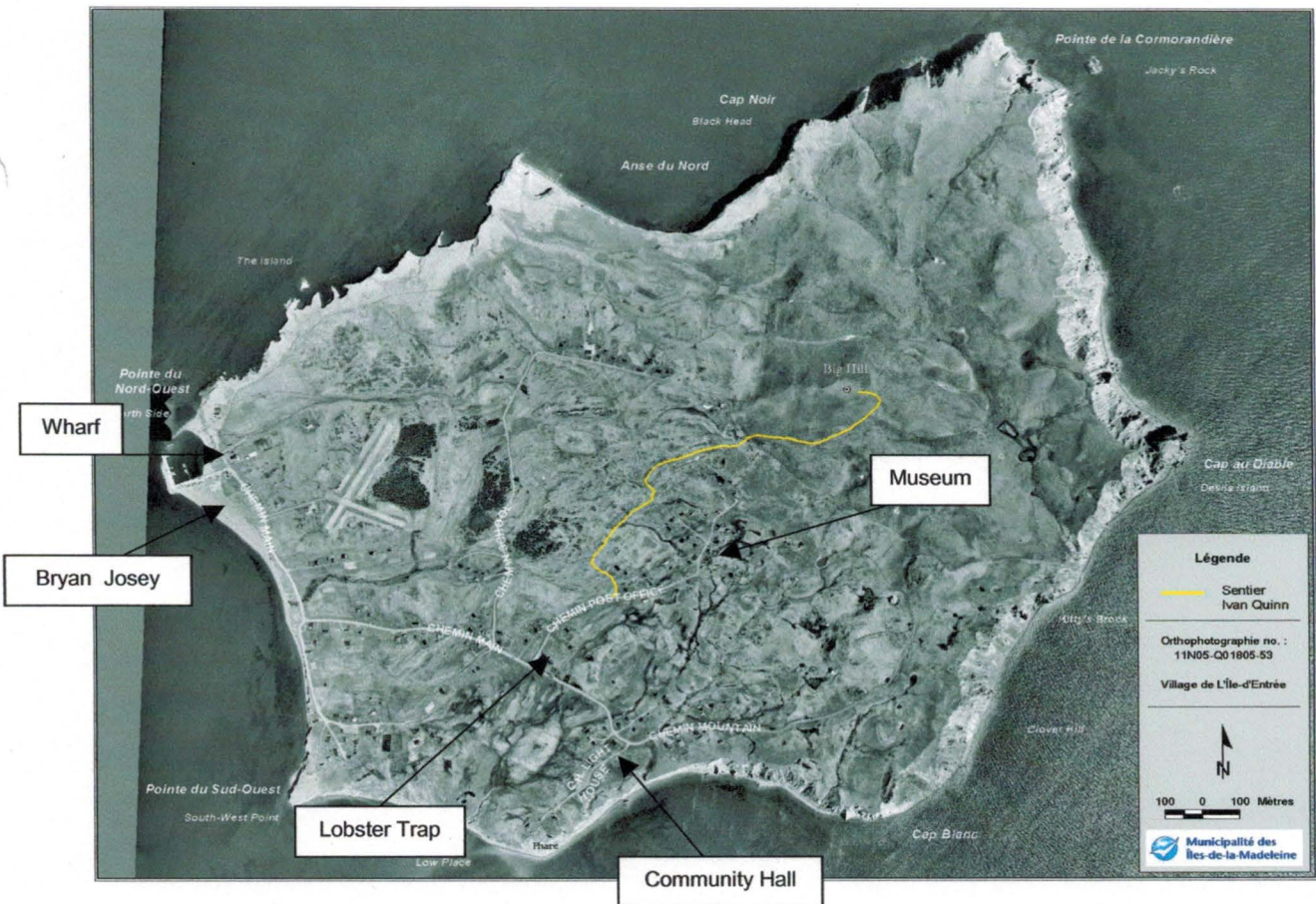
**Project.....**

Sanitation blocks

**Key priorities.....**

- Public Health;
- Protect ground water;
- Improve the quality of life enjoyed by residents;
- Improve the quality of services offered to visitors

**Location.....**



**Challenges.....**

Since the number of visitors may increase over the years, and in view of the risks associated with inadequacies and breakdowns in existing facilities, it is important to remedy the situation before it gets worse. The lack of adequate public toilets could have repercussions on the integrity of the environment, since visitors have been using the pasture for this purpose. It goes without saying that this problem causes residents to worry about the safety of the area. Additionally, the lack of public toilets is a nuisance to residents because visitors to the island keep asking to use theirs.

The existing facilities are inadequate or poorly maintained. For example, in dry periods the toilets at the Museum run out of water, while in periods of heavy rain the septic field cannot function properly. Low flush toilets have been installed at the Museum and the Lobster Trap in order to reduce both the draw on drinking water and the volume of waste water. However, the toilet at the Museum is often out of order, while the one at the Lobster Trap is inappropriate for heavy use since it is located in a room used for storage.

As well, the responsibility for providing public toilets should not fall upon either business, since their facilities are intended for the use of customers.

In spite of the fact that over the last few years certain steps have been taken to remedy the problem, the situation persists because everything done so far has been inadequate.

The Municipality of the Magdalen Islands owns two toilets on the wharf, but no municipal employee has been assigned to their upkeep, so this task is carried out by an employee of the recycling centre. Additionally, any space taken up by a building on the wharf must be rented from the Harbour Authority, and the Municipality has failed to comply with this policy, leading to certain conflicts between the two parties.

## **Proposed Solutions.....**

- Increase the number of toilet facilities, as well as the quality and availability of those present:
  - Provide the Museum with new toilet facilities. C.A.M.I. could show leadership by assuming the costs of operation and maintenance.
  - The Harbour Authority could purchase the existing facilities on the wharf in order to assume the costs of operation and maintenance, financing this by means of a pay-per-use charge (50 cents/person).
  - Improve toilet facilities at the Community Hall so as to make them suitable for public use.
    - Reach an agreement by which, in exchange for certain products and/or services, those toilets would be made available to the public.

## **Benefits.....**

Installation of toilet facilities is crucial to the preservation and conservation of the integrity of the environment. Therefore, these improvements should be thought out with a view toward protecting resources of drinking water.

These infrastructures would thus improve the quality of life enjoyed by residents, as well as the quality of the services offered to visitors.


## **Feasibility.....**

The owner of the Lobster Trap has already negotiated an agreement with the Municipality in exchange for certain considerations (facilities, services or financial compensation).

There is abundant technology on the market for low flush toilet fixtures, and the possibility of composting toilets could be a practicable solution. For this to be

done, it would be necessary to check with the Quebec Ministry of the Environment in order to verify the acceptability of this type of permanent facility for public use.

**Potential Partners .....**

Resources	Type of support	References
 <p>Environnement Canada</p>	<p>Environmental Assessment Program</p> <p>Program EcoAction</p> <p>Environmental Damages Fund</p> <p>Atlantic Coastal Action Program (ACAP)</p> <p>Green Source</p>	<p><a href="http://www.ec.gc.ca/ea-ee/home/home_e.asp">http://www.ec.gc.ca/ea-ee/home/home_e.asp</a></p> <p><a href="http://www.ec.gc.ca/ecoaction/index_e.html">http://www.ec.gc.ca/ecoaction/index_e.html</a></p> <p><a href="http://atlantic-web1.ns.ec.gc.ca/edf/Default.asp?lang=En&amp;nav=68F62A57-11">http://atlantic-web1.ns.ec.gc.ca/edf/Default.asp?lang=En&amp;nav=68F62A57-11</a></p> <p><a href="http://atlantic-web1.ns.ec.gc.ca/community/acap/default.asp?lang=En&amp;n=085FF7FC-1">http://atlantic-web1.ns.ec.gc.ca/community/acap/default.asp?lang=En&amp;n=085FF7FC-1</a></p> <p><a href="http://www.ec.gc.ca/ecoaction/before_e.html">http://www.ec.gc.ca/ecoaction/before_e.html</a></p>

**Costs.....**

Fixed:

- Purchase of land(s) (if necessary);
- Planning and construction.

Recurrent:

- Municipal taxes;
- Maintenance/repairs;
- Supplies.



**Schedule.....**

To ensure that the toilets are operational by the spring of 2006, the Museum can begin procedures to carry out the project in the autumn of 2005.

Similarly, the owner of the Lobster Trap can begin procedures with the Municipality in order to obtain compensation for modifications to be made to the building, be it in the form of services exchanged or financial compensation.

**Indicators of success.....**

- Number new or improved facilities;
- Cost of materials and work performed.

**Project.....**

Rest areas

**Key priorities.....**

- ❑ Improve the quality of the tourism product by :
  - Providing visitors and residents with places to rest and recover;
  - Providing visitors with shelters against bad weather.

**Identification of potential sites.....**



### **Challenges.....**

Entry Island welcome several thousand tourists each year. However, the lack of infrastructures make it difficult to fully appreciate the beauty of the area. This lack of rest areas (table, benches, shelters) causes dissatisfaction for visitors who don't have any place to sit or to picnic, or to shelter from bad weather. Considering that in the tourist season, an average of 110 visitors go to Entry Island each day, it becomes necessary to provide required infrastructures for welcoming visitors appropriately.

### **Proposed solution.....**

Equip the selected sites with appropriate infrastructures for the comfort and health of residents and visitors .

### **Benefits.....**

- Improve the quality of hikes and/or stays;
- Presenting the island, and the insular landscape in its best light;

### **Feasibility.....**

The quantity of appropriate equipment required, depends on the number of places we want to offer, and the number of visitors we want to accommodate. Also, it's important to keep in mind that the equipment may have to be removed in the off-season, as well as being regularly maintained, depending the type of equipment chosen.

Several people in Entry Island possess the ability to build and to install the equipment to be set up.

**Schedule.....**

Depending upon the size and the number of installations, and the quantity of equipment.

**Cost.....**

Depending upon the size and the number of installations, and the quantity equipment.

**Indicator of success .....**

- Number of rest areas provided;
- Cost of materials and work performed.

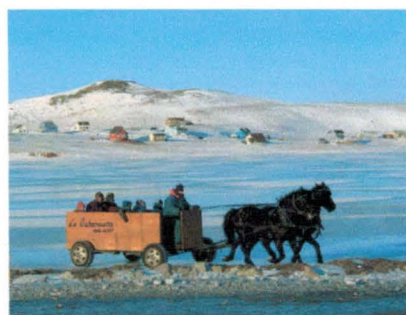
**Project.....**

Interpretive visits in a horse-drawn wagon.

**Key priorities.....**

- Improve the quality of the tourism product offered to visitors;
  - ◆ To help visitors discover the different facets of Entry Island culture, by interpreting it for them;
  - ◆ To help visitors discover the points of interest and attractions on Entry Island;
- To allow persons with reduced mobility to benefit from a tour
- Promotion of the area;
- Management of pedestrian traffic on local roads.

**Types of horse-drawn wagon services.....**



**Challenges.....**

Entry Island, measuring 3,96 km<sup>2</sup>, has a small network of municipal roads that over 5,03 km and residents use their own vehicles to move about the island.

Developing a user-pay, horse-drawn wagon service could provide employment for one or two people, and could generate economic fallout for the community.

Among other things, a horse-drawn wagon service would enable the community to better manage the movement of visitors as they walk on the island's roads and hills, and would provide visitors with the opportunity to experience an activity characteristic of the traditional island lifestyle.

In addition, the project could provide opportunities to develop partnerships with businesses that already offer this type of excursion to tourists, by proposing packages to visitors.

Developing this type of tour for visitors who come to Entry Island could resolve the problem of what to offer persons with reduced mobility.

**Proposed solution.....**

Develop interpretive visits in a horse-drawn wagon.

**Benefits.....**

- Increased employment opportunities on the island;
- Generation of economic fallout for the community;
- Improved management of the movement of tourists about the island;
- Give visitors an opportunity to share in a cultural experience, characteristic of the traditional island lifestyle;
- Development of partnerships with businesses that already offer excursions to tourists, by offering them packages;

- Resolve the problem of local transportation for persons with reduced mobility;
- Develop a tour service that is not dependent upon fossil fuels.

**Feasibility.....**

In order to successfully develop this type of business, you must be sure to be able to acquire and care for the horses that will pull the wagon. It may be necessary to purchase or to rent services or equipment, as well as the animals required.

A few businesses offer this type of service on the main islands. The level of their success testifies to the fact that there exists a substantial market for this type of activity.

The community pasture can provide good quality grass and hay in sufficient quantities. In addition, the development of such a tour service corresponds with the tourism development orientations of the agencies and organizations working on the Magdalen Islands.

**Schedule.....**

Steps:

- Identify the type of wagon and the number of seats we wish to offer visitors;
- Establishment of a user-pay tour service.

**Costs.....**

Related to the type of offered service.

## Recommendations

In light of the advantages, opportunities, problems and constraints explored in the present study, it seems evident that the strategy chosen by the community of Entry Island is to start by seeking the same quality of life as that enjoyed by other residents of the Magdalen Islands, before going on to initiate development of activities oriented toward tourism.

On the basis of the priorities established by the community of Entry Island, it is advised that the following recommendations be accepted and applied:

Considering that:

- ❑ Entry Island is physically and linguistically isolated from the other islands of the archipelago;
- ❑ Communications with the Municipality of the Magdalen Islands and with development agencies and organizations are indispensable to accomplishing the proposed projects;
- ❑ For a fruitful dialogue to take place between the various players, it is essential to have a unanimous voice that is representative of the community;
- ❑ The municipal services and infrastructures enjoyed by the residents of Entry Island are inadequate, unsuitable and/or insufficient;

It is recommended:

- ❑ That the internal dynamics of the Future Committee be reinforced;
- ❑ That the Future Committee be legally incorporated in order to benefit from the rights, privileges and advantages this confers;
- ❑ That the various development agencies and organizations be approached – along with the municipal councillor for the district of *Cap-aux-Meules* – *L'Île-d'Entrée* – in order to ensure their future participation;



- That a project manager be hired by the Future Committee to bring its projects to term;
- That one proceed step by step toward achieving the proposals chosen (project sheets);
- That first priority be given to swiftly implementing the projects in Section II (basic infrastructures).

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