Town of Bonavista
Integrated Community Sustainability Plan
2010 - 2014

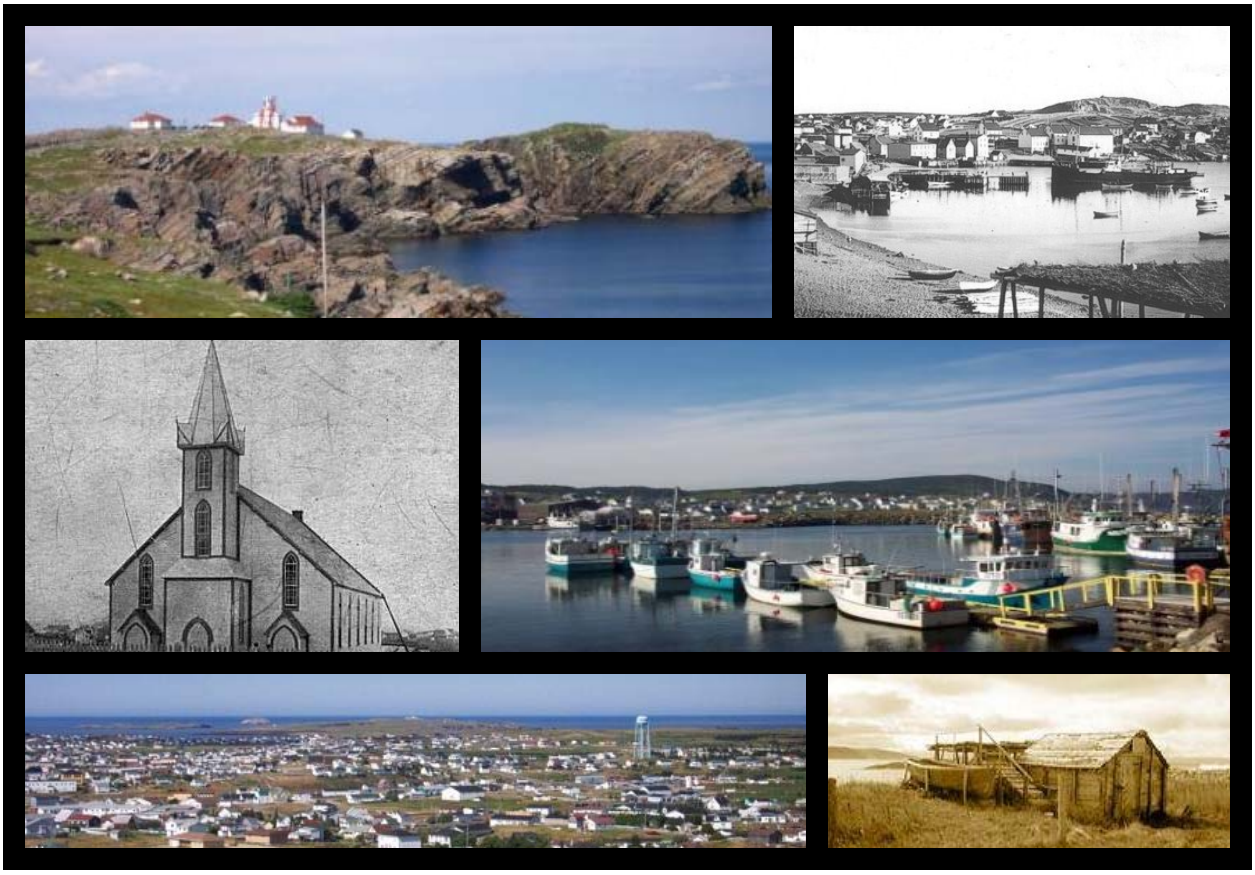

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TABLE OF CONTENTS

1. INTEGRATED COMMUNITY SUSTAINABILITY IN CONTEXT 1

2. COMMUNITY INTRODUCTION 3

3. COMMUNITY ASSESSMENT 6
3.1. Community Engagement 6
3.2. Community Achievements 6
3.3. Why I Love My Community – Positive Community Values 7
3.4. Strategic Goals 8

4. INTEGRATED COMMUNITY SUSTAINABILITY 9
4.1. Community Vision 9
4.2. Environmental Sustainability 9
4.3. Economic Sustainability 11
4.4. Social Sustainability 13
4.5. Cultural Sustainability 15
4.6. Governance Sustainability 16
4.7. Collaborations and Partnerships 20

5. IMPLEMENTATION, MONITORING & EVALUATION 21
5.1. Structuring for Success 21
5.2. Implementation 21
5.3. Monitoring & Evaluation 22

APPENDIX 26
VISION – GOAL - ACTION FLOW CHART 26

LIST OF FIGURES

Figure 1 - ICSP In Context 2
Figure 2 - Location of Bonavista 3
Figure 3 - Population Pyramid (1996, 2001 and 2006 Census) 4

LIST OF TABLES

Table 1 - Sustainability Focus: Environmental Goals and Actions 10
Table 2 - Sustainability Focus: Economic Goals and Actions 12
Table 3 - Sustainability Focus: Social Goals and Actions 13
Table 4 - Sustainability Focus: Culture Goals and Actions 15
Table 5 - Muncipality Sustainability Self-Assessment Summary 17
Table 6 - Basic Questions of Sustainability 18
Table 7 - Sustainability Focus: Governance Goals and Actions 19

1. INTEGRATED COMMUNITY SUSTAINABILITY IN CONTEXT

What exactly does sustainability mean? The Wikipedia definition of sustainability is, "in a broad sense, the capacity to endure. In ecology, the word describes how biological systems remain diverse and productive over time. For humans it is the potential for long-term maintenance of well being, which in turn depends on the well being of the natural world and the responsible use of natural resources."[1]

In 2006 the Government of Newfoundland and Labrador and the Government of Canada signed the *Canada – Newfoundland and Labrador Agreement on the Transfer of Federal Gas Tax Revenues* ("Gas Tax Agreement") that essentially lays out the terms under which revenues collected by the Federal Government from consumer gas purchases is transferred to municipalities. Similar agreements are in place in each province in the country. The Integrated Community Sustainability Plan (ICSP) is a required tool for each Canadian municipality in retaining their eligibility to receive t*ransfers under the Gas Tax Agreement, and a portion of* these funds have been used to prepare this plan.

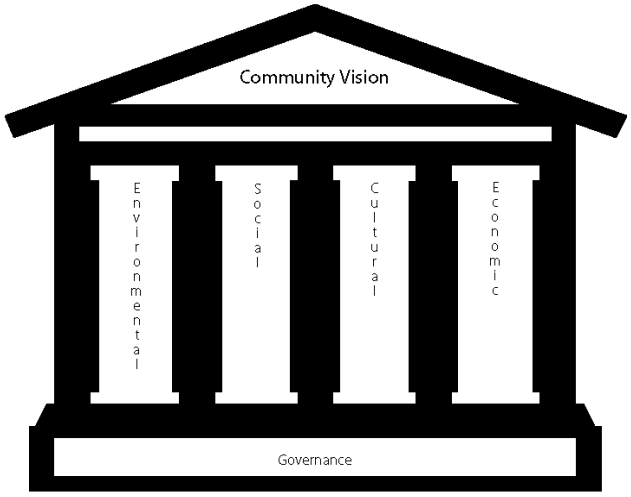
The Gas Tax Agreement defines an ICSP as *"a long-term plan, developed in consultation with community members that provides direction for the cities, towns and regions to realize sustainability objectives it has for the* ***environmental****,* ***cultural****,* ***social*** *and* ***economic*** *dimensions of its identity."*[2] The Government of Newfoundland and Labrador has added g***overnance*** as a fifth pillar to provide further benefit to this province's municipalities.

The ICSP is a means of helping municipalities to effectively plan and manage assets and resources, and achieve identifiable outcomes, deliver services and address priorities within an integrated framework encompassing the five pillars of sustainability: environmental, social, cultural, and economic dimensions of community sustainability, supported by sustainable governance. This integrated framework supports a community vision that defines where the community is going to be in the future, as defined by the core values of the community.

[1] Source: Source: http://en.wikipedia.org/wiki/Sustainability

[2] "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador, Page 6

Figure 1 - ICSP In Context



The ICSP defines a Community Vision, supported by the pillars of Environmental, Social, Cultural, Economic and the foundation pillar of Governance.

Characteristics of a "sustainable community" can be summarized as follows: [3]

- Manages resources within ecological limits by developing infrastructure and service delivery programs that preserve biodiversity and keep greenhouse gas emissions to a minimum
- Provides the means for citizens to meet economic needs by availing of local vendors and service providers while providing a "liveable wage" to employees
- Promotes socially just and inclusive communities by engaging the public, developing community cohesiveness and empowering citizens with decision-making capacity
- Promotes creative and vibrant communities through activities that celebrate and cultivate heritage and cultural expression

This ICSP is a five-year plan that has been developed in consultation with stakeholders of the Town of Bonavista, that is, residents, businesses, service groups and volunteer groups. Together with our community, the Town of Bonavista has developed an ICSP that defines a vision for the future of this community with consideration to the five key dimensions of sustainability: environment, social, culture, economic and governance. Without their contribution it would have been a near impossible feat to develop a plan that reflects the perceived future of our community, and how we will get there together.

Despite the fact that this document is required to continue receiving transfers under the Gas Tax Agreement, it presents an opportunity to establish a meaningful and useful tool in which to proceed with future community development and sustainability. It forms the basis of a model through which the community and its stakeholders can be brought together. It will undoubtedly strengthen those community values and the community ties that already exist within our community, and give ownership to those with a vested interest in its future.

[3] Adapted from "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador

2. COMMUNITY INTRODUCTION

Geographic Description and Natural Setting: Bonavista is located at the tip of the Bonavista Peninsula that exits the Trans Canada Highway just west of Clarenville on Route 230, the Discovery Trail. Adjacent to the town are such historic sites as the lighthouse on Cape Bonavista and the historic community of Port Union, the home of Sir William Coaker, the founder of the Fishermen's Protective Union.

Figure 2 - Location of Bonavista[4]

Brief History: Bonavista is one of the most recognizable heritage areas in the province. Bonavista has a history as long as the discovery of Newfoundland in 1497. During the 16th century various European fishing countries like Spain, Portugal, France and England fished off the coast near Cape Bonavista. The shores of Newfoundland were viewed by Europeans as a place where commercial ventures in fishing could take place. Little or no interest was paid to the land as a place where settlement could take place

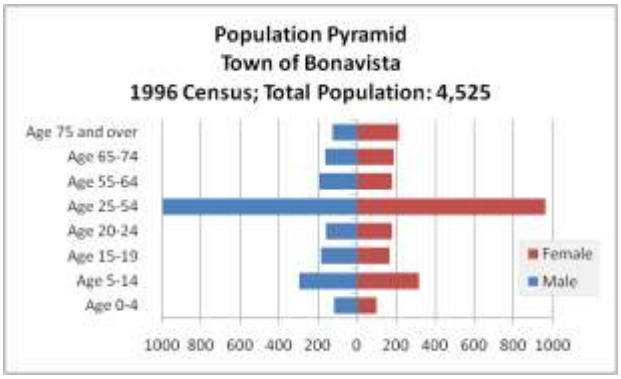
The town was settled early in the 1600's by English fishermen who first came seasonally to Newfoundland to engage in the lucrative cod fishery. Permanent settlers soon engaged in the cod fishery and the harvesting of sea mammals like seals. The economy and culture of Bonavista revolved around the fishery, and, to this day, the fishery plays a large part in the social, cultural and economic activities of the town. Bonavista grew in importance because of

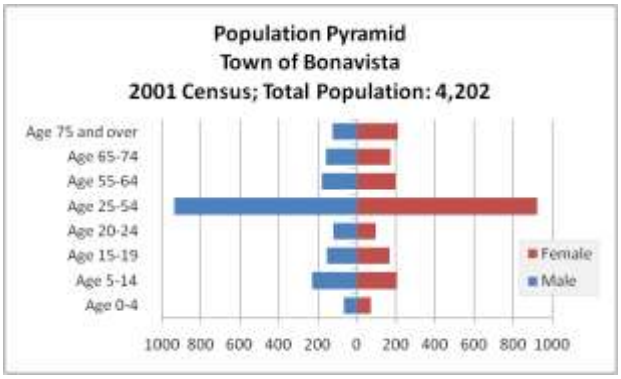
[4] Source: Google Maps, http://maps.google.ca, "Bonavista, NL"

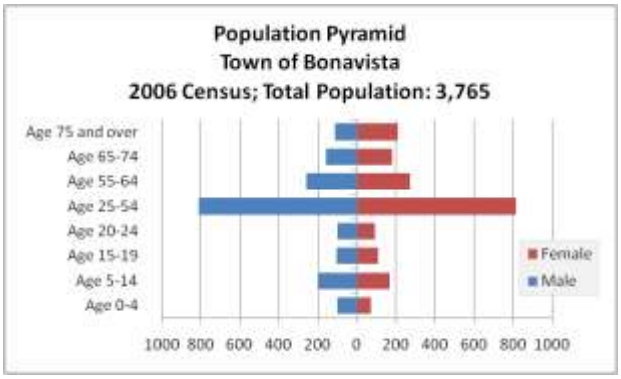
adjoining rich fishing grounds and as a port for exploiting the rich Labrador fishery and the seasonal harvesting of seals that drifted on ice floes that came close to its shores.

Population Trends: While the population of Bonavista has decreased consistently in each of the three Census completed in 2006, 2001 and 1996, it is estimated by the Municipal Council that the population will see a slight increase in this statistic when 2011 Census results are released. The population declines experienced over the last number of years, and illustrated in the figures below show a significant decrease in individuals aged 25 – 54 years of age. Although decreases have been experienced across all age ranges, it is this age demographic in particular that represents working individuals, as well as parents who have dependant children. A decline in this population has an impact across all other age ranges. A trend that has seen some growth since the last census is the increasing number of transient workers who maintain a home and family in the community and travel out of the province on a rotational basis for employment.

Figure 3 - Population Pyramid (1996, 2001 and 2006 Census)[5]







Key Economic Drivers: The main economic base of the community is the fishery. There is a modern fish processing plant that produces high quality fish products for domestic and international markets. The catching and processing of ground fish have declined over the years

[5] Source: Community Accounts, http://www.communityaccounts.ca/communityaccounts/onlinedata/charts_poppyramid.asp?_=vb7En4WVgaauzXViXg

due to the scarcity of raw material and the fluctuations in world markets for fish. The town has a growing tourism industry that takes into account the historic and natural scenery of the town and surrounding area. There are restaurants and hotels available to support influxes of tourists, and there are some small businesses that provide local crafts and items of local flavour. There are some farming enterprises that produce vegetable and livestock for local and personal consumption. A significant portion of employed individuals commute out of the province on a rotational basis, as well there is a school, a hospital and local medical specialists that employs a number of skilled individuals.

Employment / Unemployment: The 2006 Census reported an unemployment rate of 28.1% in 2006. The community is economically supported primarily by the fishery and tourism, and the region's critical mass supports the existing of many services including a hospital, schools and a college.

3. COMMUNITY ASSESSMENT

3.1. Community Engagement

The process of visioning, goal setting, planning, actioning and implementation of a plan to achieve community sustainability is one that must seek and collect input from the stakeholders of the community: residents, business, service and volunteer organizations that have a vested interest in the future prosperity and potential of the place that they call home.

In December 2009 a survey was distributed to all points of call within the Town of Bonavista: households and businesses. The survey sought to collect feedback on a number of themes including:

- What respondents liked or disliked about their community.
- What respondents thought about the future of their community.
- What respondents thought would help advance community sustainability under each of the pillars of sustainability, and the importance of each pillar.
- What respondents thought about regional partnering.

The feedback that was collected was used to establish a preliminary goal and action plan, and formed the basis on which to prepare a community vision.

In February 2010 a meeting was scheduled with all business, service and volunteer groups in the community. This meeting proceeded with just over 20 people in attendance, including representatives from the Municipal Council. The feedback collected through this process resulted in a more robust "wish list" of goals and actions and more concrete visioning statements.

The level of participation of community stakeholders in both data collection exercises, while somewhat disappointing, pointed to some very important considerations for the implementation of the Integrated Community Sustainability Plan, and reinforcement of many of the ways in which the Municipality already communicates with and engages its stakeholders:

- The importance of staying "tuned in" to what is happening in the community
- The importance of communicating with the community and announcing achievements and accomplishments of not only the town, but its stakeholders (including resident, business, service and volunteer groups)

3.2. Community Achievements

The achievements of the community are things to be celebrated by all. They are not only achievements of the municipal council, but achievements of residents, businesses, service groups and volunteer groups. They reinforce and nurture community pride, and the connection that people have to their "home" and to each other.

Some of the community achievements that were most evident during the preparation of the ICSP are as follows:

- Heritage Townscape Foundation
- Matthew Legacy
- Discovery Days
- Ryan Premises
- Over 1,000 Heritage Sites and Structures
- Sustainable Tourism Award (2009)

3.3. Why I Love My Community – Positive Community Values

Values are defined as the "ideals, customs, institutions, etc. of society toward which the people of the group have an affective regard. These values may be positive or negative."[6]

The most prominent positive community values are summarized as follows:

- Bonavista is a community that is visually identifiable and recognizable by its wealth of built and restored structural heritage. The uniqueness of this environment gives the community a sense of place, an incomparable journey into history, and an inexplicable experience of cultural evolution at the place where "modern North America began."

- As the first North American fishing settlement to be established by Europeans in history, Bonavista still maintains a close relationship and economic dependence on the sea. The prosperity, tragedy and uncertainty that comes from this relationship with the sea has created a steadfast, hardy and determined people who have a strong instinct for survival and provide limitless support for family, friends, and those in the community that are in need. Bonavista is a community that together battles and overcomes hardship and challenge. Bonavista is also a community that together shares in celebrating achievements, rallying around worthwhile causes, and lives their culture and heritage on a daily basis.

- The people of Bonavista have strived to maintain the original industries that were the very reason for their existence, survival and their resilience. Fishing and farming remain important elements of the community's local economy.

- The community of Bonavista is defined by a people who have a close relationship with each other, supporting each other, celebrating with each other, and keeping watch over each other to maintain a safe community for children, adults, seniors, and personal property.

- Bonavista is supported by a well-established network of community and service groups. These volunteers assist with numerous group and community functions geared towards

[6] Source: Dictionary.com, http://www.dictionary.com, "Values"

community improvement, community involvement, and strengthening of the community ties among friends and neighbours.

- Bonavista is a destination not only for Tourism, but for many adjacent communities. This critical mass supports the existence of many amenities, including schools, a college, a hospital and other public services.

3.4. Strategic Goals

Negative community values are really challenges to sustainability that can be considered strategic goals. Through careful and cooperative planning and implementation these challenges can be overcome and goals achieved. Strategic goals are long term objectives that may take many years to reach, however they guide the short and medium term goal setting, planning, actioning and implementation that are necessary to get there.

The strategic goals, or challenges to sustainability are summarized as follows:

- There is a need to pursue active economic development to diversify the economy and reduce the seasonality of much local industry and enterprise.

- Work with the local business community, including the local chamber of commerce to help identify the needs of business to grow, diversify and prosper for the long term.

- Pursue the development of a “come home” campaign to actively promote and market the community as a place to retire or relocate.

4. INTEGRATED COMMUNITY SUSTAINABILITY

4.1. Community Vision

As one of the earliest settlements in North America, Bonavista is a community that is immersed in heritage, originating from its people's reliance on the sea. This heritage, steeped in culture that has been nurtured by both people and place and creating a sense of belonging has defined the history of the Town of Bonavista, and will continue to be a driving force in defining the future of this vibrant community.

The future of the Town of Bonavista is a bright one – it will continue to be a great place to live, work, play and raise a family.

4.2. Environmental Sustainability

Environmental sustainability is the capability to meet the vital human needs of the present without compromising the ability of future generations to meet their own needs, by preserving and protecting the area's ecosystems and natural resources. The key aspects of environmental sustainability include reducing the reliance on fossil fuels and the production of greenhouse gas emissions, reducing use of chemicals and other manufactured substances that can accumulate in the environment, and the protection of ecosystem integrity and diversity.[7]

The natural environment plays a significant role in the lives of the people that call Bonavista home. The community has significant economic dependence on the sea and the resources that form the basis of the community's prosperity and livelihood. The community also has great economic dependence on the land as it is the beauty of the community's surroundings that combine with the heritage of the town and contribute greatly to the tourism industry that has built itself upon an image of heritage, history and natural scenic beauty.

[7] "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador, Page 6

The Municipal Council has strived to protect and preserve the natural beauty of much of the community. It has defined, through its municipal plan a number of open and recreational spaces, as well as conservation areas that restrict any development at all. The Municipal Council also works closely with provincial authorities to address environmental concerns as they arise. All commercial and industrial development is carried out in accordance with all environmental regulations that exist. While there is an apparent demand to increase the level of environmental controls, especially with littering, recycling and enforcement, much of this work is already underway. The Municipal Council conducts beach cleanups each with the assistance of Ocean Net, and it is an active member of the Tidy Towns program. Forthcoming environmental requirements under a regional waste management authority will see much change in the collection, diversion and handling of solid waste, and this will result in increased waste diversion through recycling and composting and the elimination of a local waste site.

The following table outlines the goals, actions, potential partners and the total estimated cost of their implementation. A complete ICSP Summary is available in the Appendix.

Table 1 - Sustainability Focus: Environmental Goals and Actions

Goals	Actions	Potential Partners
Promote and develop an environmentally friendly and conscious community	• Develop and implement an education program to increase awareness, knowledge and participation in environmental programs and stewardship • Establish comprehensive recycling program with regularly scheduled curbside pickup • Expand an anti-litter program (strategically placed waste containers, enforcement of anti-littering regulations) • Organize regular town cleanup days throughout the year • Organize regular beach cleanup days throughout the year	School, College, Waste Management Authority, Community Groups, Local Business, Ocean Net
Promote and develop an environmentally responsible and conscious local economy	• Promote programs to educate and encourage participation by local business in environmental programs • Engage local business community in development and implementation of environmental programming for the community	
Establish the necessary infrastructure to maintain a healthy environment	• Planning and review of requirements for implementation of sewage treatment	
Estimated Cost: Environmental Goals and Activities		**$5,000**

Some activity estimates have not yet been determined; in-kind contributions have no estimated value

Beyond the scope and visibility of this five year plan are a number of initiatives that will also need consideration. As each component of this plan is implemented, monitored and reviewed, considerations for future community sustainability needs will also come into focus:

- Sewage Treatment: Federal regulations will soon be implemented that will require all municipal effluent to meet specific sampling criteria. Untreated effluent will no longer be permitted to be disposed of in the Nation's water resources, including lakes, rivers, and the ocean. While regulations are very near implementation, it is anticipated that the meeting of these regulations will have a timeline that extends far beyond the scope of this plan giving the municipality additional flexibility to raise the necessary funds to explore, plan and implement a project of this magnitude.

- Regional Waste Management: The Waste Management Authority under which solid waste collection requirements in the Town of Bonavista will fall is still undetermined. While the Eastern Waste Management Authority is already on stream, the Central Newfoundland Waste Management Authority is expected to begin operating by January 2011. Much uncertainty still exists about the actual waste collection and diversion and associated fees that will implemented for solid waste handling and disposal. As this new facility comes closer to operational reality for Central Newfoundland municipalities and residents, the municipal council must monitor the implementation of this new system within its jurisdiction use every means available to assist its stakeholders in adopting this process.

4.3. Economic Sustainability

There are several facets to economic sustainability. On one level, it focuses on development, not simply growth. This implies the economic activity that is conducive to, as well as supports, sustainable community development. Community economic development can be defined as a process through which the community itself identifies and implements tools for the development of the community. The aim is to promote economic development that provides opportunities for people of different incomes and skills, promotes a better quality of life and protects the environment while maintaining sufficient revenues for the municipality.[8]

Economic development is an ongoing process to build upon community strengths and resources, and is a priority for most, if not all communities seeking to ensure their survival. Economic development brings wealth to a community in the form of personal and commercial income, as well as municipal revenues that can be reinvested back into the community.

[8] "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador, Page 7

Bonavista and the surrounding region's local economic is quite strong, supported primarily by fish harvesting and processing; services; and the tourism industry. The community is also home to a number of transient workers, and this number has increased over the last several years with people moving their families back to the community while at least one parent commutes out of province for employment. This has resulted in a number of new housing starts and has also had an impact on reducing the rate of outmigration from the region.

While the community and the region immediately surrounding Bonavista is very much dependant on the fishery, there is a need to diversify the economy to reduce the dependence on such a volatile industry, while maintaining a focus on this industry to maintain and improve its viability for future generations. Similarly, the tourism industry is a significant contributor to the local economy and it too needs to remain at the forefront of any economic diversification initiative to keep it viable and prosperous for future generations. The local Chamber of Commerce is very active in the area, and the Municipal Council is an active participant in activities of this organization, as well as those of the Discovery Regional Economic Development Corporation based in Clarenville. Each year an assessment is undertaken to identify local labour market conditions and needs, and the Municipal Council and economic development-oriented organizations in the community and the region are quite active and involved with local economic initiatives and in the business community in general.

The following table outlines the goals, actions, potential partners and the total estimated cost of their implementation. A complete ICSP Summary is available in the Appendix.

Table 2 - Sustainability Focus: Economic Goals and Actions

Goals	Actions	Potential Partners
Establish an active economic development program	• Work with local established industry to identify their needs to improve economic performance and business development (i.e. support for independent initiatives, training needs to improve capacity - tourism services, etc.)	Chamber of Commerce, Discovery Regional Economic Development Board, Local Business
Establish economic development policies and tools that will contribute to economic development	• Establish municipal incentives for startup businesses and business expansions including tax breaks or other financial incentives • Leverage provincial and federal incentive programs to attract new business and business expansion within the area • Develop promotional information / tools to promote the community as a great place to do business and as a great place to live (i.e. print /	

	multimedia brochure)	
Estimated Cost: Economic Goals and Activities*		**$ -**

**Some activity estimates have not yet been determined; in-kind contributions have no estimated value*

While the above list lays out a clear direction for sustainable development of the local and regional economy of Bonavista, it is expected that by working together with local and regional partners additional initiatives will undoubtedly be identified and implemented, and updated in this plan during the course of the five year period it covers.

4.4. Social Sustainability

Community social sustainability is a process of community development, supported by policies and institutions that ensure harmonious social relations, to enhance social integration and improve living conditions for all citizens. The redistribution of resources, as well as equal access to the means by which to fulfill basic human needs, including housing, employment, public facilities and services that are all central to social sustainability.[9]

Bonavista is home to some 50 volunteer groups and social networks that are very active in sustaining the vitality of the community, including Lion's, Seniors Clubs, Kinsmen, Churches, Heritage Groups, Recreational Groups and Youth Groups. Central to this, the Municipal Council and its administration are each involved in one or more of these groups maintaining a connection to the community and its stakeholders. This results in a very close understanding of the needs of the community.

The community has a great deal of recreational infrastructure that serves Bonavista and residents of adjacent communities, including a stadium, a soccer pitch, two softball fields and a playground. In addition there are protected and conservation areas that are restricted from development. They range in purpose from National Historic Site Cape Bonavista, to community pastures, parks and walking / hiking trails.

The following table outlines the goals, actions, potential partners and the total estimated cost of their implementation. A complete ICSP Summary is available in the Appendix.

Table 3 - Sustainability Focus: Social Goals and Actions

Goals	Actions	Potential Partners
Establish a strong volunteer base in the community	• Establish and maintain a volunteer recognition program • Provide assistance as necessary (financial, in-kind, resources, etc.) to assist volunteers and volunteer organizations	Community Groups; Residents; Local Business; School / College ;

[9] "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador, Page 7

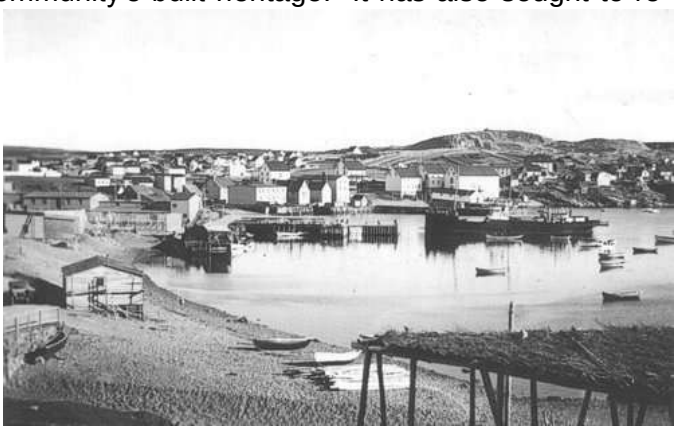
Strengthen community based social networks by facilitating increased and improved communication between all	• Establish a communications plan to maintain constant flow of information between all community (social) groups and facilitated by the municipality • Continue and enhance a communication plan that seeks to inform and engage the general public on all matters related to the community (i.e. crime, safety, etc.) • Continue to develop and implement communication tools to reach beyond and across all age demographics (i.e. newsletters, website, emails, etc.)	Hospital / Health Care; Local Crime Prevention Group;
Establish an active and involved community	• Conduct an inventory of social events and activities by age or purpose • Identify the need and demand for additional social events and activities (i.e. recreation, community pride, festivals, etc.) • Establish a calendar of events to promote all community activities in one central location	
Improve and develop additional social infrastructure and resources	• Conduct an inventory of social infrastructure including specified / potential uses. Identify improvements or upgrades required • Identify gaps in social infrastructure (i.e. social housing, recreational facilities, etc.) • Work with volunteer and community groups to identify the resources that are most needed to continue delivery of services • Work with community groups to identify programs specific to age demographics (i.e. youth, seniors, etc.) • Work with volunteer and community groups to develop and implement additional social resources (i.e. redevelopment of the former Cabot Collegiate as a community complex)	
Establish the necessary supports for improvement of community safety and reduction of crime	• Work with local RCMP to establish greater protection to residents (including organizing community-based programs such as Block Parent and Neighbourhood Watch) • Work with local groups to identify and document the need within the community for addictions programs and counselling and seek to implement such programs	
Estimated Cost: Economic Goals and Activities*		**$8,500**

**Some activity estimates have not yet been determined; in-kind contributions have no estimated value*

4.5. Cultural Sustainability

When compared to other dimensions of sustainability, cultural sustainability objectives are probably the least defined and, to a large extent, are the least resonant with decision-making leaders facing more immediate pressures such as infrastructure, transit and housing. Despite increasing diversity in communities, the longer-term benefits of culture in terms of promoting community identity and cohesion are difficult to quantify and therefore less evident to decision-makers. Many municipalities have invested in arts and heritage as an important element of their revitalization and renewal strategies. Cultural tourism is also on the rise and is increasingly linked with community branding and economic development initiatives. The unique cultural development and history of Newfoundland and Labrador requires that municipalities consider cultural issues while developing long term plans.[10]

Culture and heritage is probably one of the most differentiating elements of this community. With over 1,000 heritage sites and structures in the community the Heritage Townscape Foundation which was initially established through the Municipal Council, has worked diligently to preserve and restore the community's built heritage. It has also sought to re-establish many activities that were the basis of many social networks and social activities that kept the community together. The Garrick Theatre is one such example of a restoration project that is just about completed; it combines the tangible heritage of the building that it is housed in with a modern theatre complex. The theatre will present a combination of live theatre, traditional music (on traditional instruments), entertainment geared towards preserving the heritage and history of the community and providing an opportunity for both residents and tourists to experience it. The theatre will also provide an opportunity for residents and visitors to experience modern cinema in a historic locale. The Municipal Council is currently working diligently with local groups to develop a number of activities around the 2010 Come Home Year. Inaugural events such as the Kite Workshop may see any number of new social programs be implemented permanently following their success during this year's Come Home Year festivities.



The following table outlines the goals, actions, potential partners and the total estimated cost of their implementation. A complete ICSP Summary is available in the Appendix.

Table 4 - Sustainability Focus: Culture Goals and Actions

[10] "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador, Page 6

Goals	Actions	Potential Partners
Foster the continued development of a vibrant, culturally conscious community	• Restore and preserve heritage structures within the community (commercial, residential, wharves, stages, etc.) • Establish a program to preserve and present cultural arts (i.e. visual arts, traditional music, theatre, etc. - Garrick Theatre) • Establish a directory of Bonavista stakeholders who can contribute to the preservation and presentation of the community's culture and heritage (i.e. anecdotal documentation, artefacts, etc.)	School; College; Tourism Operators; Community Groups; Heritage Townscape Foundation;
Establish the necessary infrastructure and resources to present the community's culture and heritage	• Conduct an inventory of tourism products to determine any existing gaps • Improve upon the existing displays and interpretation already available in the community at various points of cultural and heritage significance	
Preserve the history, heritage and culture of the community with future generations and visitors to the community	• Develop and establish an education program for community tourism operators and staff (knowledge of local attractions, etc.) • Establish and promote youth-oriented programs providing them with the opportunity to research, plan, write and put off culture and heritage oriented events (i.e. theatre, re-enactments; etc.)	
Estimated Cost: Culture Goals and Activities		**$ -**

** Some activity estimates have not yet been determined; in-kind contributions have no estimated value*

4.6. Governance Sustainability

The structure of municipal government in Newfoundland and Labrador is relatively new in comparison with some other jurisdictions even within Canada. For the ICSP the area of governance will refer to the ability to manage and operate a municipality. The idea of sustainability for municipal governance includes issues of administrative capacity, availability of elected officials, committee structures, adoption of solid planning and decision making policies, compliance with all legislative requirements for municipalities as well as financial viability. As a basic question, can you generate enough revenue to meet your municipality's needs now and in the future? All other pillars depend on the sustainability of

the governance of a municipality or a region so it is imperative that this pillar is adequately addressed.[11]

In October 2008 Municipalities Newfoundland and Labrador coordinated cross-provincial "Municipal Sustainability Self-Assessments" which saw representatives of each municipality in the province working with a representative of the Association to complete an initial assessment of sustainability. The exercise enabled the Town of Bonavista to identify, on an initial basis, issues that should be examined going forward with the development and implementation of a plan to achieve community sustainability.

A summary of these results are outlined below:

Table 5 - Muncipality Sustainability Self-Assessment Summary

Self Assessment Category	Identified Issues or Needs
Governance	Council and staff indicated that while the Town was somewhat successful in achieving good governance, there were areas that should be acted upon in the near future. These included: (a) Meeting: Holding Identified rules of procedure and designing solid layered governance structures can help build legitimacy in local government.
Administration	It was identified that the municipality has employed and equipped an adequate number of skilled staff, which are well suited to the demanding requirements of administering the operations of the municipality
Finance and Financial Management	Finance and Financial Management: The municipality appears to be able to maintain the current status; however, there were certain areas of concern: (a) Accounting and Financial Management: Accountability must become a priority, especially PSAB standards
Service Delivery	Service Delivery: Even though the town is able to continue service delivery, unless some issues are addressed, it is likely they will become problematic in the future: (a) Waste Management: Waste diversion and reduction activities must be part of any future waste management plans. (b) Recreation: Recreation programs for residents of all ages are an integral part of modern sustainable communities.
Infrastructure	The municipality appears able to ensure the maintenance and development of the required infrastructure to sustain the services that are currently provided. The integration of PSAB, ICSP and asset management principals can help continue your infrastructure development.
Community Well-Being	The self-assessment tool revealed that the municipality is able to maintain a level of community well being, however, there were

[11] "Integrated Community Sustainability Plan: Framework", April 2009, Department of Municipal Affairs, Newfoundland and Labrador, Page 7

	issues in the following areas: (a)Demographics: Youth retention programs and community building activities may help maintain the population. (c)Environment: Implementing policies to educate people and encourage environmental protection will ensure that the environment can be enjoyed into the future.
Regional Cooperation	The municipality is proactively taking advantage of the benefits of regional cooperation which could enhance long-term sustainability.

There are a number of basic questions of sustainability that form the basis of this integrated community sustainability plan.

Table 6 - Basic Questions of Sustainability

Basic Questions of Sustainability	Yes	No
In general are you able to get candidates to run for municipal council?	X	
Does your council hold at least one public council meeting per month?	X	
Has the municipality been able to avoid an operating deficit continuously in the past 2 years?	X	
Is your debt servicing level within the Provincial Benchmark of 30%?	X	
Is your Municipal Plan up to date?	X	
Do you have adequate municipal buildings to meet your current needs?	X	
Do you currently meet all conditions of your permit to operate your water system?	X	
Are you able to meet all Provincial and Federal requirements for sewage treatment?	X	
Do you have sufficient water and sewer infrastructure to meet the needs of your residents?	X	
Does your council keep at hand, adopted rules of procedure?	X	
Do you currently employ all the staff you require to meet the operational needs of your municipality?	X	
Is your solid waste collected at least once per week and disposed of at a Department of Environment and Conservation approved site?	X	
Do you provide, or contract for, adequate emergency response services?	X	

As a Municipal Council who is very much tuned into the spirit and the vitality of the Town of Bonavista, it is anticipated that the implementation of this ICSP will further increase the interest that community stakeholders have in initiatives that will be implemented. There is a need to continue to build upon the communication tools that are already used to communicate with the community, and reaching out the community to involve them in implementation will undoubtedly have a significant impact on the overall motivation of the community to move forward. It is anticipated that increased community involvement and communication will have a very noticeable impact in increasing volunteer interest and expanding volunteer capacity in the community.

In the peak of municipal infrastructure spending, much of rural Newfoundland and Labrador took the opportunity to modernize their municipalities with water and sewer infrastructure.

In recent years this aging, crumbling infrastructure has led to additional spending for repairs, maintenance and replacement of this infrastructure. Combined with declining population, and uncertainties in primary industries the result was often increased debt loads, combined with declining local revenue. The Town of Bonavista has made some very concerted and serious efforts to maintain financial prudence and control of its municipal debt. The Municipal Council has sought to reduce this debt in order to address planned and necessary infrastructure maintenance on the horizon. The Municipal Council will be undertaking a water main replacement this year, with a view to implementing water treatment in the long term. The municipality's debt service ratio, that is, the amount of debt compared to local revenues, has been reduced significantly in the last few years to a level that is well within the provincial benchmark of 30%.

Planned purchases in 2010 will still keep the municipality's debt servicing at a comfortable rate. Additionally, until the water line replacement project, planned for 2010, is approved other capital projects in addition to ongoing stadium improvements, Garrick Theatre preparation, and road improvements will not be considered until this project has been completed. This approach to maintaining responsible financial management will continue, and it is expected that a Tangible Capital Asset Inventory will assist in better management and planning of future capital spending with an eye to expanding municipal services to all residents, as well as preventative maintenance and replacement of municipal equipment and infrastructure versus reactive repairs and replacement.

The following table outlines the goals, actions, potential partners and the total estimated cost of their implementation. A complete ICSP Summary is available in the Appendix.

Table 7 - Sustainability Focus: Governance Goals and Actions

Goals	Actions	Potential Partners
Improve the municipal council's capacity for community development and sustainability	• Engage community stakeholders in community development and sustainability initiatives • Structure municipal council to better engage community stakeholders in community development and sustainability initiatives (i.e. working subcommittees that include councillors and community stakeholders)	GNL, Fed, ACOA, Building Canada, Community and Residents, Gas Tax
Improve the municipal council's capability for community development and sustainability	• Update emergency disaster plan and necessary resources • Seek the assistance of community stakeholders in the implementation of sustainability initiatives • Establish defined roles and responsibilities for council (and councillors) under each of the pillars of sustainability	
Implement capital projects to sustain and improve existing municipal	• Water Line Replacement • Road Improvements • Stadium Improvements • Garrick Theatre	

infrastructure and service delivery		
Estimated Cost: Governance Goals and Activities		**$4,004,400**

** Some activity estimates have not yet been determined; in-kind contributions have no estimated value*

4.7. Collaborations and Partnerships

Community Cooperation

Bonavista already works closely with local service and volunteer groups to assist however necessary with event coordination / promotion, resources, and in providing support for specific initiatives of these organizations. Of course there is always room to improve communication between groups, resulting in increased cooperation among them. This is especially valuable when there is a common cause. Ongoing preparations and promotion of Come Home Year 2010 will see a considerable increase in community collaboration around a common interest.

Municipal Services

The Town of Bonavista's geographic location makes it ideally suited to cooperate with adjacent communities for the provision of local services. There is much cooperation with the provision of municipal services, and regional development.

Solid waste collection and disposal is one area that will see additional regional collaboration under the Provincial Waste Management Strategy in the collection and disposal of municipal solid waste. While it has not yet been determined whether the Town of Bonavista will fall under the authority of Eastern Waste Management Corporation of the Central Newfoundland Waste Management Authority, the town will still see its solid waste collected and transported to either Norris Arm, where an integrated waste management facility is currently being constructed, or Robin Hood Bay where an integrated facility is now operational. There will be some adjustment to the new waste collection process, as the new service will mean increased cost to municipal taxpayers, and eventual addition of waste diversion exercises including the separation of materials for recycling, composting, hazardous waste, and construction / demolition materials. It is anticipated that the existing transfer station and compost program will remain in tact. It is a well established program that will help in the adaptation process of taxpayers to expanded regional waste management.

Other Regional Services

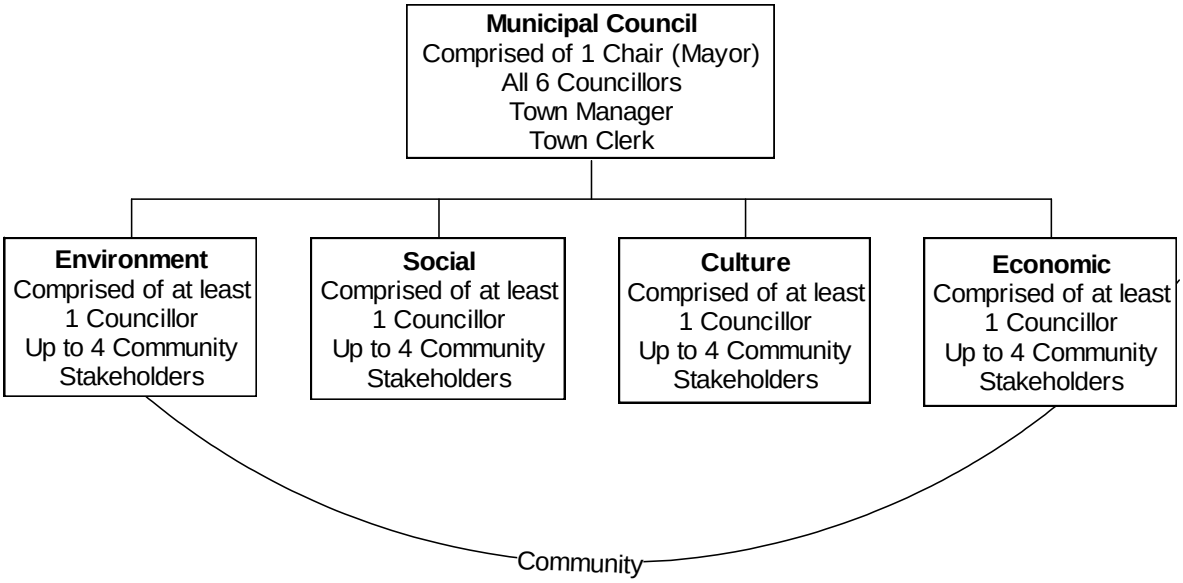
The Municipality also cooperates regularly with other regional bodies, including the Discovery Regional Development Board, to pursue regional economic development, and the Discover Trail Association. The Municipal Council of the Town of Bonavista recognizes the need and opportunity to combine efforts to benefit all, and it is this outlook that will see

the strengthening of existing partnerships, and the development of new ones to establish and advance community and regional sustainability.

5. IMPLEMENTATION, MONITORING & EVALUATION

The biggest success factor in developing any plan comes to the implementation, monitoring and evaluation of the plan's goals and activities. Without a mechanism to assign implementation responsibility, monitor progress and evaluate success it is difficult to identify when change is needed to adjust the plan, and whether the plan or its distinct components are progressing or have been successful.

5.1. Structuring for Success



The above ICSP structure has been devised to maximize input and involvement from and ownership by community stakeholders in initiatives that do not directly impact the "governance" functions and operations of the municipal government and delivery of services.

It is anticipated that this structure expanded across all areas of sustainability will further increase community interest and involvement, further improve communication between the Municipal Government and community stakeholders, and contribute to overall advancement towards the defined community vision and sustainability in each pillar.

5.2. Implementation

Activities and projects falling under the pillars of sustainability and not having a direct impact on the operations of the municipality and delivery of services will be implemented through the sub-committee structure defined above.

Activities and projects falling under the pillar of Governance and / or having a direct impact on the operations of the municipality and delivery of services will be the responsibility of the municipal council and will be overseen by the Town Manager and / or Town Clerk.

At the outset of Implementation, each sub-committee will determine milestones based on project requirements and timelines. These milestones will be reported as they are encountered during regular meetings of council.

5.3. Monitoring & Evaluation

All sub-committees tasked with implementation and monitoring of ICSP goals and activities will meet on a monthly basis, at a minimum.

Review Process

The review of the ICSP will, on its initial implementation, be conducted through a sub-committee structure defined above, including council representation and residents of the community with the knowledge and interest under each of the pillar areas.

The ongoing review of ICSP related initiatives will be conducted on the following basis:

Ongoing Review:

Milestones defined by each sub-committee at the Implementation stage will be reported during regular meetings of council as they are encountered, through the council representative on each sub-committee and with the assistance of the Town Manager as necessary.

Semi-Annual Review:

Every six months a review of the overall progress of ongoing ICSP initiatives will be discussed at a regular meeting of council. This will include a discussion of projects scheduled for completion during the previous six months, and those scheduled for implementation and / or completion in the subsequent six months.

The results of this review and achievements will be communicated to community stakeholders.

Annual Review:

Each year an in depth review of all Activities/Projects will be conducted and revised as required. All Goals will also be reviewed in depth and revised as required. Via the

established sub-committee structure and the Municipal Council, opportunities for formal public comment and input will be available.

The results of this review and achievements will be communicated to community stakeholders.

Five Year Review:

Every five years an in-depth review of the ICSP in its entirety will be completed by the Municipal Council. Input will be sought from the public to revise the community vision as necessary, along with the community values and strategic goals.

The Goals and Activities/Projects under each of the pillars of sustainability will be reviewed to determine the overall progress made, and to identify the Goals and Activities/Projects that will enable the community to advance closer towards the community vision and sustainability.

Activity / Project Review & Evaluation

Ongoing Activities: Ongoing monitoring will enable the sub-committee to assess the progress and to take corrective action as necessary to resolve issues and overcome barriers that may arise. The following questionnaire will guide the ongoing monitoring of project progress:

Monitoring Questions: Activities/Projects		Yes		No
1. Is the Activity/Project progressing on schedule?		Record the "measurements of success" as milestones or achievements to be communicated to community stakeholders.		What barriers or challenges have arisen? How have they been overcome, or how will they be overcome? What resources are required to overcome them?
2. Have the Activity/Project expectations changed?		What are the new measurements of success?		

Completed Activities: Completed activities will be assessed based on the following evaluation questionnaire:

Evaluation Questions: Activities/Projects	Yes	No

1. Was the Activity/Project completed?		It can be removed from the plan.		What are the next steps to be taken to complete it? What are the barriers or challenges that have arisen? Amend the Activity/Project as/if necessary. How does it change the Goal? Amend the Goal as/if necessary.
2. Did the completed Activity/Project meet expectations?				Why not? How were barriers or challenges overcome?
3. Is the associated Goal still a necessary part of your ICSP?		Continue to include the Goal as part of the ICSP.		Remove the Goal from the ICSP

Goal Review & Evaluation

Each Goal consists of a series of Activities or Projects, and will be monitored on the following bases:

Active Goals: Ongoing monitoring will enable the sub-committee to assess the progress of achieving activities, and reaching a defined goal. As activities / projects may be amended to reflect changing conditions, goals must be revised as necessary to also reflect this. The following questionnaire will guide the ongoing monitoring of project progress:

Monitoring Questions: Goals		Yes		No
1. Are Activities/Projects progressing on schedule?				What barriers or challenges have arisen? How does this impact the Goal? Amend the Goal as/if necessary.
2. Has the Goal changed?		What are the amended Activities / Projects (if any)		

Achieved Goals: Completed Goals will be assessed based on the following evaluation questionnaire:

Evaluation Questions: Goals		Yes		No
1. Was the Goal Achieved?		It can be removed from the ICSP. Does the completed Goal impact the vision of the community, and the core values of the community? Amend as required in the ICSP.		Why not? What unforeseen barriers or challenges prevented the Goal from being achieved? What changes should be made so that the Goal can be achieved? (i.e. activities, resources, schedules, community priorities, etc.)
2. Were all Activities/Projects completed?		The Goal and associated Activities / Projects can be removed		Why were some Activities / Projects not completed? Are those that weren't completed necessary to achieve other Goals?
3. Did the completed Goal meet expectations?				Why not? What new goals or activities be identified and included in the plan to meet original expectations?

APPENDIX

VISION – GOAL - ACTION FLOW CHART

Environment

Goal		Action		2010	2011	2012	2013	2014	Total
ENV1	Promote and develop an environmentally friendly and conscious community	A	Develop and implement an education program to increase awareness, knowledge and participation in environmental programs and stewardship	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	School					
			Importance	Med-High					
			Funding Source	In Kind					
			Success Indicators	Level of participation in programs, response to specific education / promotion tools					
		B	Establish comprehensive recycling program with regularly scheduled curbside pickup			TBD			$ -
			Potential Partners	Waste Management Authority					
			Importance	Med					
			Funding Source	TBD					
			Success Indicators	yes/no; amount of recyclables collected					
		C	Expand an anti-litter program (strategically placed waste containers, enforcement of anti-littering regulations)	TBD	TBD	TBD	TBD	TBD	$ -
			Potential Partners	Community Groups, Local Business					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	Volume of waste collected, compared year after year; # waste containers in community					
		D	Organize regular town cleanup days throughout the year	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 5,000
			Potential Partners	Community Groups, School					
			Importance	High					
			Funding Source	Budget					
			Success Indicators	Volume of waste collected, compared year after year					
		E	Organize regular beach cleanup days throughout the year	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Ocean Net, Community Groups, Local Business, School, College					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	# garbage bags collected, # people participated; compared year after year					
ENV2	Promote and develop an environmentally responsible and conscious local economy	A	Promote programs to educate and encourage participation by local business in environmental programs	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Community Groups, Local Business, School, College					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	# businesses participating					
		B	Engage local business community in development and implementation of environmental programming for the community			TBD	TBD		TBD
			Potential Partners	Community Groups, Local Business					
			Importance	Med					
			Funding Source	TBD					
			Success Indicators	# business sponsored programs; # business participants, CO2 reduction					

ENV3	Establish the necessary infrastructure to maintain a healthy environment	A	Planning and review of requirements for implementation of sewage treatment					TBD	TBD
			Potential Partners						
			Importance	High					
			Funding Source	Budget; GNL; Fed					
			Success Indicators	yes/no					

TOTAL ACTIVITIES: ENVIRONMENTAL PILLAR				**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 5,000**

Social

Goal		Action		2010	2011	2012	2013	2014	Total
SO1	Establish a strong volunteer base in the community	A	Establish and maintain a volunteer recognition program	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 5,000
			Potential Partners	Community Groups, Local Business, School, College					
			Importance	High					
			Funding Source	Budget					
			Success Indicators	# volunteers recognized; # volunteer groups represented					
		B	Provide assistance as necessary (financial, in-kind, resources, etc.) to assist volunteers and volunteer organizations	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Community Groups, Local Business, School, College					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	value of assistance provided; organizations assisted					
SO2	Strengthen community based social networks by facilitating increased and improved communication between all	A	Establish a communications plan to maintain constant flow of information between all community (social) groups and facilitated by the municipality		$ -	$ -	$ -	$ -	$ -
			Potential Partners	Community Groups; Residents; Local Business; School / College ; Hospital / Health Care;					
			Importance	Med-High					
			Funding Source	In Kind					
			Success Indicators	# communications sent, # responses received					
		B	Continue and enhance a communication plan that seeks to inform and engage the general public on all matters related to the community (i.e. crime, safety, etc.)	$ 400	$ 400	$ 400	$ 400	$ 400	$ 2,000
			Potential Partners	Community Groups; Residents; Local Business; School / College ; Hospital / Health Care;					
			Importance	High					
			Funding Source	Budget					
			Success Indicators	Themes targeted (i.e. Crime Prevention; Promotions); # communications sent; # responses received					
		C	Continue to develop and implement communication tools to reach beyond and across all age demographics (i.e. newsletters, website, emails, etc.)				TBD	TBD	TBD
			Potential Partners						
			Importance	Med-Low					
			Funding Source	TBD					
			Success Indicators	# tools developed and implemented; target audiences and sizes for each; response to each					

SO3	Establish an active and involved community	A	Conduct an inventory of social events and activities by age or purpose		TBD	TBD			$ -
			Potential Partners	Community Groups					
			Importance	High					
			Funding Source	Student Grant					
			Success Indicators	yes/no					
		B	Identify the need and demand for additional social events and activities (i.e. recreation, community pride, festivals, etc.)		TBD	TBD			$ -
			Potential Partners	Community Groups					
			Importance	High					
			Funding Source	Student Grant					
			Success Indicators	# specific social events, target participants					
		C	Establish a calendar of events to promote all community activities in one central location		$ 1,500				$ 1,500
			Potential Partners	Community Groups, School, Hospital/Health Care; College;					
			Importance	Med-High					
			Funding Source	Budget					
			Success Indicators	# events promoted; # groups participating					
SO4	Improve and develop additional social infrastructure and resources	A	Conduct an inventory of social infrastructure including specified / potential uses. Identify improvements or upgrades required		TBD	TBD			$ -
			Potential Partners	Community Groups; Health Institutions; School / College					
			Importance	Med-High					
			Funding Source	Student Grant					
			Success Indicators	yes/no					
		B	Identify gaps in social infrastructure (i.e. social housing, recreational facilities, etc.)			TBD			$ -
			Potential Partners	Community Groups; Health Institutions; School / College					
			Importance	Medium					
			Funding Source	Student Grant					
			Success Indicators	# social resources required; target groups					
		C	Work with volunteer and community groups to identify the resources that are most needed to continue delivery of services	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Community Groups; Health Institutions; School / College					
			Importance	High					
			Funding Source	In Kind, Budget					
			Success Indicators	# social programs required; target groups					
		D	Work with community groups to identify programs specific to age demographics (i.e. youth, seniors, etc.)	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Community Groups; Health Institutions; School / College					
			Importance	High					
			Funding Source	In Kind, Budget					
			Success Indicators	# social programs required; target groups					
		E	Work with volunteer and community groups to develop and implement	TBD	TBD	TBD	TBD	TBD	TBD

			develop and implement additional social resources (i.e. redevelopment of the former Cabot Collegiate as a community complex)						
			Potential Partners	Community Groups					
			Importance	High					
			Funding Source	In Kind, Budget					
			Success Indicators	yes/no; # social resources implemented; project partners					
SO4	Establish the necessary supports for improvement of community safety and reduction of crime	A	Work with local RCMP to establish greater protection to residents (including maintaining / organizing community-based programs such as Block Parent and Neighbourhood Watch)	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Local Crime Prevention Group					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	# volunteers recognized; # volunteer groups represented					
		B	Work with local groups to identify and document the need within the community for addictions programs and counselling and seek to implement such programs	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Community Health; Vista Family Resource Centre					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	Programs in place; participation level					
TOTAL ACTIVITIES: SOCIAL PILLAR				**$ 1,400**	**$ 2,900**	**$ 1,400**	**$ 1,400**	**$ 1,400**	**$ 8,500**

Culture

Goal		Action		2010	2011	2012	2013	2014	Total
CUL1	Foster the continued development of a vibrant, culturally conscious community	A	Restore and preserve heritage structures within the community (commercial, residential, wharves, stages, etc.)	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	Heritage Townscape Foundation; Community Groups					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	# restored heritage structures by type (commercial, residential, etc.); assistance provided (and value)					
		B	Establish a program to preserve and present cultural arts (i.e. visual arts, traditional music, theatre, etc. - Garrick Theatre)	$ -					$ -
			Potential Partners	Heritage Townscape Foundation; Community Groups; Heritage and Tourism Groups					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	programs established by type and participation					
		B	Establish a directory of Bonavista stakeholders who can contribute to the preservation and presentation of the community's culture and heritage (i.e. anecdotal documentation, artefacts, etc.)		$ -	$ -			$ -
			Potential Partners	Residents; Heritage Townscape Foundation					
			Importance	Med-High					

			Funding Source	In Kind					
			Success Indicators	yes/no					
CUL2	Establish the necessary infrastructure and resources to present the community's culture and heritage	A	Conduct an inventory of tourism products to determine any existing gaps		TBD	TBD			$ -
			Potential Partners	Tourism Operators					
			Importance	Med-High					
			Funding Source	Student Grant					
			Success Indicators	yes/no; apparent gaps					
		B	Improve upon the existing displays and interpretation already available in the community at various points of cultural and heritage significance		$ -	$ -	$ -	$ -	$ -
			Potential Partners						
			Importance	Med-High					
			Funding Source	In Kind					
			Success Indicators	# new storyboard / interpretation by theme and location					
CUL3	Preserve the history, heritage and culture of the community with future generations and visitors to the community	A	Develop and establish an education program for community tourism operators and staff (knowledge of local attractions, etc.)	$ -	$ -	$ -	$ -	$ -	$ -
			Potential Partners	CNA; Tourism Operators					
			Importance	High					
			Funding Source	In Kind					
			Success Indicators	# of areas identified; # areas protected yes/no; participation by operators, tourist feedback					
		B	Establish and promote youth-oriented programs providing them with the opportunity to research, plan, write and put off culture and heritage oriented events (i.e. theatre, re-enactments; etc.)		$ -	$ -	$ -	$ -	$ -
			Potential Partners	School; College; Tourism Operators; Community Groups					
			Importance	Med-High					
			Funding Source	In Kind					
			Success Indicators	programs implemented; participation level by tourists; community groups involved					
TOTAL ACTIVITIES: CULTURE PILLAR				**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Economic

Goal		Action		2010	2011	2012	2013	2014	Total
EC1	Establish an active economic development program	A	Work with local established industry to identify their needs to improve economic performance and business development (i.e. support for independent initiatives, training needs to improve capacity - tourism services, etc.)		$ -	$ -	$ -	$ -	$ -
			Potential Partners	Chamber of Commerce; Discovery Regional Economic Development Board; Local Business					
			Importance	Med-High					
			Funding Source	In Kind					
			Success Indicators	# initiatives identified; # initiatives implemented					
EC2	Develop and	A	Establish municipal	TBD					$ -

	implement economic policies that will facilitate business and economic growth in the community		incentives for startup businesses and business expansions including tax breaks or other financial incentives							
			Potential Partners							
			Importance	High						
			Funding Source	Budget						
			Success Indicators	$ value of incentives awarded in a year; # businesses benefiting						
		B	Leverage provincial and federal incentive programs to attract new business and business expansion within the area	TBD	TBD	TBD	TBD	TBD	$ -	
			Potential Partners	Fed						
			Importance	High						
			Funding Source	In Kind						
			Success Indicators	$ value of provincial incentives awarded; # value of federal incentives awarded; # businesses benefiting						
		C	Develop promotional information / tools to promote the community as a great place to do business and as a great place to live (i.e. print / multimedia brochure)		TBD	TBD			$ -	
			Potential Partners							
			Importance	High						
			Funding Source	Budget, In Kind						
			Success Indicators	yes/no ; target audiences identified and tools developed; # distributed						

TOTAL ACTIVITIES: ECONOMIC PILLAR				**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	

Governance

Goal			Action	2010	2011	2012	2013	2014	Total	
GO1	Improve the municipal council's capacity for community development and sustainability	A	Engage community stakeholders in community development and sustainability initiatives	$ -	$ -	$ -	$ -	$ -	$ -	
			Potential Partners	Community Stakeholders						
			Importance	High						
			Funding Source	Budget						
			Success Indicators	yes/no; committees established						
		A	Structure municipal council to better engage community stakeholders in community development and sustainability initiatives (i.e. working subcommittees that include councillors and community stakeholders)	$ -	$ -	$ -	$ -	$ -	$ -	
			Potential Partners	Community Stakeholders						
			Importance	High						
			Funding Source	In Kind						
			Success Indicators	yes/no; committees established						
GO2	Improve the municipal council's capability for community development and sustainability	A	Update emergency disaster plan and necessary resources	$ -					$ -	
			Potential Partners	Community Stakeholders						
			Importance	High						
			Funding Source	In Kind						
			Success Indicators	yes/no						
		B	Seek the assistance of	$ -	$ -	$ -	$ -	$ -	$ -	

			community stakeholders in the implementation of sustainability initiatives							
			Potential Partners	Community Stakeholders						
			Importance	High						
			Funding Source	In Kind						
			Success Indicators	yes/no						
		C	Establish defined roles and responsibilities for council (and councillors) under each of the pillars of sustainability	$ -	$ -	$ -	$ -	$ -	$ -	
			Potential Partners							
			Importance	High						
			Funding Source	In Kind						
			Success Indicators	yes/no						
GO3	Implement capital projects to sustain and improve existing municipal infrastructure and service delivery	A	Stadium Repairs	$ 50,400					$ 50,400	
			Potential Partners							
			Importance	High						
			Funding Source	Budget (20%); GNL; Gas Tax??						
			Success Indicators	Yes/No; Budget Variance						
		B	Garrick Theatre	$ 60,000					$ 60,000	
			Potential Partners							
			Importance	High						
			Funding Source	Budget						
			Success Indicators	Yes/No; Budget Variance						
		C	Replace 14" water line	$ 3,240,000					$ 3,240,000	
			Potential Partners							
			Importance	High						
			Funding Source	Budget/GNL/Fed						
			Success Indicators	Yes/No; Budget Variance						
		D	Road Improvements		$ 163,500	$ 163,500	$ 163,500	$ 163,500	$ 654,000	
			Potential Partners							
			Importance	High						
			Funding Source	Gas Tax						
			Success Indicators	Yes/No; Budget Variance						

TOTAL ACTIVITIES: GOVERNANCE PILLAR	**$ 3,350,400**	**$ 163,500**	**$ 163,500**	**$ 163,500**	**$ 163,500**	**$ 4,004,400**

TOTAL ICSP BUDGET	**2010**	**2011**	**2012**	**2013**	**2014**	**Total**
Environment	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 5,000
Social	1,400	2,900	1,400	1,400	1,400	8,500
Culture	-	-	-	-	-	-
Economic	-	-	-	-	-	-
Governance	3,350,400	163,500	163,500	163,500	163,500	4,004,400
Total ICSP Projects	**$ 3,352,800**	**$ 167,400**	**$ 165,900**	**$ 165,900**	**$ 165,900**	**$ 4,017,900**
Grants / Non Repayable Contributions						
Environment						-
Social						-
Culture						-
Economic						-
Governance	2,592,000	163,500	163,500	163,500	163,500	3,246,000
Total Grants / Non Repayable Contributions	**$ 2,592,000**	**$ 163,500**	**$ 163,500**	**$ 163,500**	**$ 163,500**	**$ 3,246,000**
Total Municipal Spending	**$ 760,800**	**$ 3,900**	**$ 2,400**	**$ 2,400**	**$ 2,400**	**$ 771,900**