

# TOWN OF BRIGUS

## INTEGRATED COMMUNITY SUSTAINABILITY PLAN



APRIL 2010

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## COMMUNITY PROFILE



Brigus, a small picturesque town in Conception Bay, is located on Route 60, about 80 km west of St. John's. Nestled around a sheltered harbour and surrounded by rolling hills, Brigus consists mainly of residential development, but also contains the town's public buildings and some commercial property. With wooden two-storey buildings perched on narrow lanes and generous gardens fed by rivers and ponds, Brigus has been a favourite destination for artists for

many decades. The oldest developed part of town, near the waterfront, comprises a visually appealing pre-Confederation townscape that has attracted many a brush and camera. Brigus is one of the few towns on the Avalon Peninsula that has preserved its historic character to such an extent, and in 1993, the Town of Brigus singled out the oldest part of town and designated it the Brigus Historical Zone. The designation includes land, buildings, roadways, cemeteries, and natural features as outlined in the Town Municipal Plan.

Brigus stands at the forefront of Newfoundland's heritage settlements. The origin of the name is not known for sure - one theory has it coming from the town names of *Brickhouse* or *Brighthouse* in Yorkshire, England, while another has it coming from the French word for intrigue or plot, *Brigue*. History clearly states that many of the early settlers came from England, Ireland, and Wales. Although no one knows for sure when Brigus was settled, one tradition is that it was settled shortly after Cupids. It is said that the settlement started in 1612, when the Spracklin family purchased half the harbour from John Guy. However, there is written record of the population in 1675, when the first census of Newfoundland lists 34 people living in Brigus, with three fishing rooms in operation. Two years later, the Poole Census showed three families operating five fishing rooms, as well as raising cattle and pigs.

When William III was on the throne in 1695, a party under Boisbriand, one of D'Iberville's lieutenants was sent to burn Brigus, which would indicate that Brigus was a growing community at the time. The French did not want the residents of Brigus to escape to Carbonear Island, which had been fortified. The Brigus fishermen were very shrewd and had built their houses among the woods, but legend has it that when the enemy was leaving town they heard a crowing rooster or a barking dog. Hence, they returned and burned seven houses erected at *Frog Marsh* on the south side of Brigus. At this time, Abbe Baudoin, the priest who had accompanied the D'Iberville party, reported that Brigus "was a well established English settlement, where there were about sixty men". In March, 1705, a French force commanded by de Montgny burned Brigus for the second time, however there were no lasting effects on the community.

By 1775, the population had experienced an influx from England, Ireland, and Wales and Brigus became the most progressive and prosperous settlement in Conception Bay. Brigus glided into the 19<sup>th</sup> century with great ambitions for larger ships and in 1819 Captain William Munden built the *Four Brothers*, a ship of 104 tons, the first one hundred ton schooner in Newfoundland to prosecute the seal fishery. In 1847, 66 sailing vessels left Brigus for the sealhunt, and 33 of them were under the command of Brigus Masters. Brigus was alive and well in the 19<sup>th</sup> century, until the introduction of steam gave the settlement a staggering blow, as it did to many fishing villages along the coast.

Brigus had her days of adversity, but also days of prosperity throughout history. Perhaps her most prosperous period was from 1830-1880, when Brigus was regarded as one of the “money centers” of the Island. The Mundens, Normans, Perceys, Whelans, Bartletts, Roberts, and Wilcox, regarded as some of the richest planters in Newfoundland, all resided in Brigus. The town was “well cultivated” and boasted a large number of “good residences”. Brigus was a fishing community and life was centered on the rocks and coves. Large fish stores and businesses were in evidence everywhere, and sailing vessels and blacksmith shops were always a beehive of activity. Those who travel in town today can still see some of the old homes, rock walls and foundations, marking the place of yesteryears. Brigus can boast of buildings over one hundred years old in use today as institutions of learning, governance, and worship.

The birthplace of Captain Robert A. Bartlett, the master mariner of Arctic fame has immortalized the town of Brigus in the annals of history. The monument at Bishop’s Beach is a major tourist attraction, while *Hawthorne Cottage* (Bartlett’s home in Brigus) has been declared a National Historic Site. The town also boasts a reconstructed *Stone Barn Museum*, using all the stone from the original stonehouse. It stands today as a tribute to the town’s history.

*The Tunnel*, through solid rock on the waterfront, was built in 1860 under the supervision of John Hoskins, a Cornish miner, and provided a deep-water berth for the Bartlett sailing ships.

As you walk through the shaded, winding, ancient streets of Brigus, you take a step back in time and reminded of an era long past. Stops along the way will let you visit the historic churches and view homes built almost 200 years ago. *St. Georges Heritage Church*, consecrated in 1845, still stands proud and strong. Other points of interest include *The Vindicator* where the Brigus newspaper was printed at the turn of the century, the *Harbour House Inn Restaurant and Pub* built in 1860, the *Orange Lodge*, and the *Jubilee Club*, which is now the library, the meeting place of the “Merchant Princes of Brigus” from the late 1800’s to the mid 1900’s.

*Landfall*, a Registered Historic Structure, is located in the hills to the northwest of Brigus. The site of a Military Battery protecting the entrance to the harbour, the home was built in the early 1800’s by the Pomeroy family, and served as an artist’s studio for most of the 20<sup>th</sup> century. The most famous of these, the American artist and illustrator, Rockwell Kent, took up residence here during the First World War, but his solitary lifestyle cause the residents to be suspicious, and the Newfoundland Government deported him as a spy.

The people of Brigus have done a magnificent job in preserving the heritage and culture of the community by restoring many of the old structures into modern day facilities, yet preserving the character of the buildings. Many of the structures have been converted to Bed and Breakfast units, cottages, and vacation homes, but have maintained the integrity of the historical attachment.

Because the citizens of Brigus take pride in preserving the heritage of their town, and because of its natural scenic surroundings and its proximity to the city of St. John's, the town has become a popular vacation site. In addition, Brigus is central to most of the communities on the scenic Baccalieu Trail.

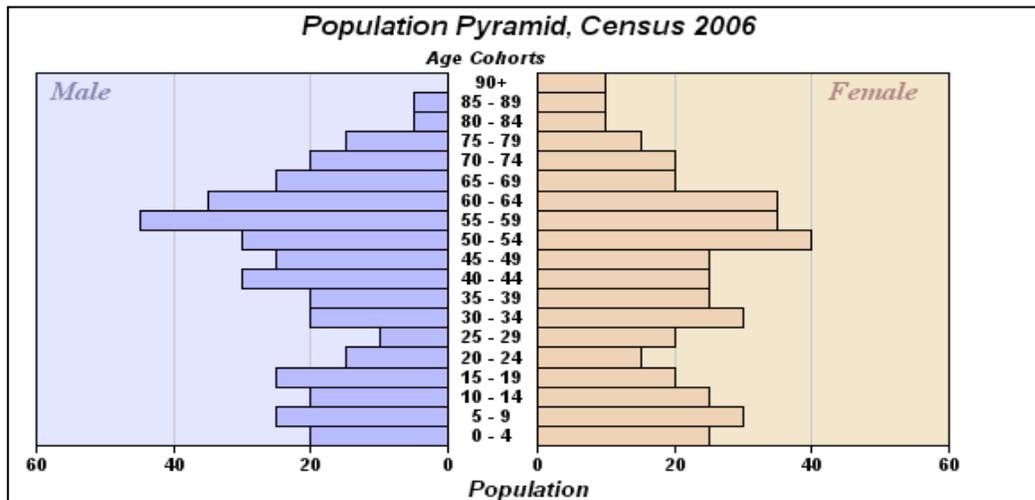
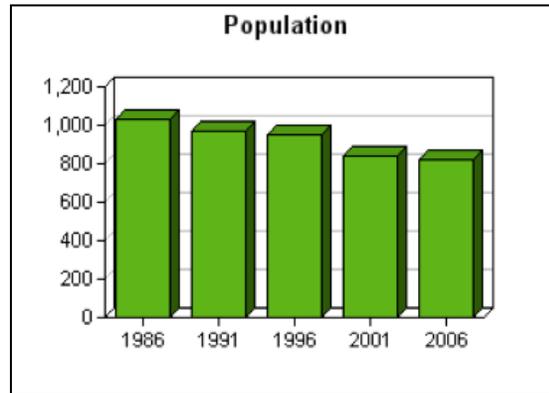
As a result, many people from St. John's and Mount Pearl have purchased vacation and retirement homes in the community. It is noted that during the summer months, the population of Brigus could "double" with people taking refuge in their cottages and chalets.

The Brigus Blueberry Festival is an award - winning 4-day event held in mid-August of each year. Activities at this well-known event include Newfie Night, folk festival with Newfoundland talent, Missed Blueberry Pageant, contests, and fireworks. Organized by the Blueberry Festival Inc., this festival has been a tremendous economic boost to the community for 22 years, and has become one of the trademarks of the community.

The Town of Brigus was incorporated in July 1964, with Fred Bartlett being its first Mayor. Today, a 7-member Council under the capable leadership of Mayor Byron Rodway governs the town. Even though, traditionally, the fishery has been the mainstay of the town's economy, today, because of its heritage and culture, diversification and development of the tourism industry is the leadership's prime objective. They envision the industry playing a major role in the viability and sustainability of the town.

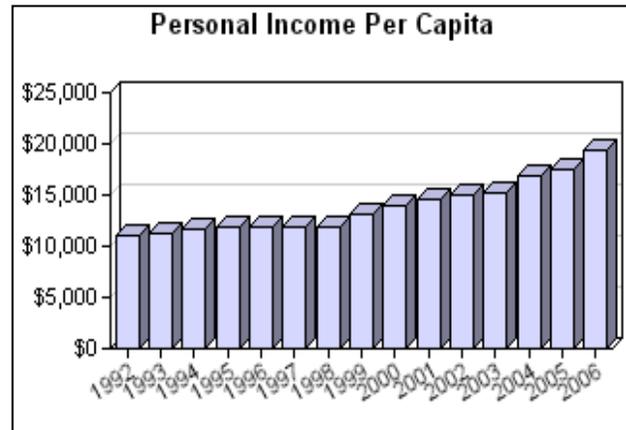
## Demographics of the Town of Brigus

The 2006 Census population for Brigus was 820. This represents a decline of 1.8% since 2001 (835 in 2006, down from 835). Over the same period, the entire province experienced a population decline of 1.5% since 2001 (505,470 in 2006, down from 512,930).



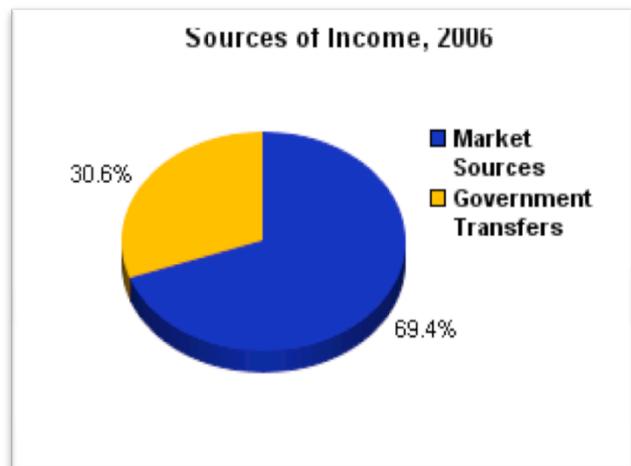
## ***Income Consumption and Leisure***

The 2006 income for every man, woman, and child (personal income per capita) in Brigus was \$19,400. For the province, personal income per capita was \$22,900. After tax personal income per capita, adjusted for inflation, was \$12,900 for Brigus in 2006. For the province it was \$14,900.



Half of the couple families in Brigus had incomes of more than \$43,700 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

Half of the lone-parent families in Brigus had incomes of less than \$24,100 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.



The 2006 self-reliance ratio for Brigus was 69.4%. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, Income Support Assistance, etc. The higher the percentage of income that comes from transfers the lower the self-reliance ratio. The provincial self-reliance ratio for 2006 was 78.5%.

According to the 2006 Census, in Brigus 92.3% of homes were owned versus rented compared to 78.7% for the province and 68.4% for Canada.

According to the 2001 Census, the average value of dwellings in Brigus was \$66,570. The provincial average was \$76,285 and the Canadian average was \$162,710 in 2001. In Brigus, in 2001, 83.6% of homes were owned versus rented compared to 78.2% for the province and 65.6% for Canada.

## **PARTNERSHIPS**

The success of a town or region is often the result of many groups and organizations working together in harmony toward a common goal – economic and social development. As a municipality on the Baccalieu Trail with deep heritage and cultural roots, Brigus is most fortunate in having groups and organizations that are quite interested in preserving its culture and heritage, while at the same time, recognizing there must be a balance between preservation and progress.

### *Mariner Resource Opportunities Network Inc.*

Mariner Resource Opportunities Network Inc. (M-RON Inc.) is one of 20 Regional Economic Development Boards (REDBs) throughout the province of Newfoundland and Labrador. M-RON Inc. represents Economic Zone 17, the Baccalieu Trail, located on the Bay de Verde Peninsula, which is approximately 1 hour from the province's capital city of St. John's. The Baccalieu Trail is a rural region representing 68 communities and a population of approximately 38,000. The communities on the Baccalieu Trail are scattered along the coastline and for the most part are small remote communities with an average population of approximately 300. There are several larger communities in close proximity of one another with approximate populations of 4000 - 5000 serving as the hub of economic activity for the region. M-RON Inc. is successful, through partnership development, in bringing people together in a common effort to share resources and enable long-term sustainability for our communities. M-RON Inc. is an incorporated (March 1996) not-for-profit organization guided by a volunteer Board of Directors and has a professional staff located at its office in Carbonear, NL.

Mission Statement: Specifically, our Mission is to... "Identify and maximize the potential of the Baccalieu Trail through the facilitation and promotion of regional, social, and economic development. This shall be achieved through cooperation and consultation with all residents and stakeholders."

### *Brigus Historical and Conservation Society*

The Brigus Historical and Conservation Society is a volunteer organization dedicated to the preservation of the culture and heritage of the Town of Brigus. It has in its possession community-related photographs and artifacts covering a period of over 200 years with special emphasis on the famous Arctic explorer, Captain Bob Bartlett, and his home in Brigus, Hawthorne Cottage. During the tourist season, the society is very active promoting the history of the community through tours and interpretation services.

### *Blueberry Festival Committee*

The Brigus Blueberry Festival is a four-day event held annually in August in the Town of Brigus. As the winner of several awards, the Festival has become a renowned event and attracts visitors from all parts of North America. The organizing committee recognizes the economic boost this festival provides to the town's economy, and work very hard to ensure the festival continues to provide the economic stimulus it has successfully generated for the past 22 years.

### *Other Groups and Organizations*

The people of Brigus recognize that heritage and culture constitutes one of the economic drivers in the town, yet there are other groups that contribute to the social and economic well being of the Community. The Roman Catholic, United, and Anglican Churches all have dedicated and strong congregations that are active in community activities, and are supported by the Knights of Columbus and other Lodges and fraternities. The Volunteer Fire Brigade is a vibrant organization that, not only offers great protection to the community, but also active in fundraising and supporting recreational and community activities. A Library Board and Recreation Committee compliment the town with their organizational and volunteer skills.



## Methodology



Through a Terms of Reference developed by the Town of Brigus, the town issued a call to develop an Integrated Community Sustainability Plan for the community. As a result, Graham Letto Municipal Consultant (GLMC) was contracted to complete the ICSP and a contractual agreement was signed between the town and the consultant.

The ICSP development process began in early February with the Consultant meeting with Council to discuss timelines, process, strategy, and Council responsibilities within the process. Although the ICSP's are a requirement of the Gas Tax Agreement, it was the consensus of Council that they should use this as an opportunity to create a five year strategic plan for their municipality, using the five pillars of sustainability; Environment, Economics, Social, Cultural, and Governance as their guiding principles.

Council agreed that public consultation and input is a very important component of any community plan. This process went an extra step in obtaining information and ideas from the residents of the community. In mid February, a survey was sent to each household in the community, with a two-week response time, asking for input on the five pillars of sustainability. While response was lower than anticipated, the responses did provide Council and the Consultant with valuable information in the compilation of objectives and priorities.

Once the surveys were reviewed and Council had an opportunity to identify some goals and objectives, the Consultant met with Council to start the process of assembling a document, which reflected the Community's vision, goals, and objectives under each pillar of sustainability. Attached to each objective were the costs, timelines, and funding sources (partners) that are required for implementation and completion. Council were also asked to identify objectives they felt could be addressed regionally.

The Consultant then produced a power point presentation that was used as the basis for the public meeting held in the Community. The meeting was well advertised in advance to encourage as many residents as possible to attend the session. With an attendance of 25 people, the presentation, which included an explanation of an Integrated Community Sustainability Plan, was well received and created a great deal of discussion. The presentation included the vision, goals, and objectives of the community as identified by Council and the Consultant. The public were then given an opportunity for their input into the plan, and whether there was something they would like to see added or deleted. A "What we Heard" document, summarizing the public discussion, was then created and circulated to the Council for their perusal. It also was used by the Consultant, in consultation with Council, to assemble the draft document for the ICSP.

The public session was also used as an opportunity to identify groups and organizations they felt the Consultant should meet with during the ICSP process for their input, and to assure that the ICSP did not conflict with any strategic planning those organizations may be undertaking. Subsequently, once the draft ICSP was completed, the Consultant insured those organizations were given the opportunity to view the draft document.

The draft document of the ICSP was subsequently presented to the Council for their ratification and approval. Once the approval of Council was obtained, the final ICSP report was submitted to the Department of Municipal Affairs.

## SURVEY TO RESIDENTS

Graham Letto Municipal Consultant (GLMC) has been contracted by the Town of Brigus to complete an Integrated Community Sustainability Plan (ICSP), which is mandatory in order for the town to receive the next five years of gas tax funding under the Gas Tax Agreement between the provincial and federal governments. The ICSP is basically a five-year strategic plan focusing on the five pillars of sustainability – **Environment, Economics, Social, Culture, and Governance**.

A very important part of developing this plan is getting input from the residents of the town. We plan to do this in two stages – this survey being one and a public meeting, which will be announced later, being the second. **Through this survey, we are asking you to suggest some projects you would like your town to consider in the next five years, both from a town and a regional perspective.** Please take the time to complete this survey, and if you have questions or need help, please contact your town office, your mayor and/or councillors or the consultant. Upon completion, please return your survey to your town office or mail to the consultant (address at the end of the survey) no later than **February 26, 2010**.

**1) Environment** – includes projects and priorities that pertain to cleaner air, cleaner water, sewage disposal, waste management, recycling:

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**2) Economics** – includes projects that pertain to financial management, economic development, infrastructure, business development and retention:

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**3) Social** – includes projects that pertain to youth, seniors, daycare, food banks, community events, and communication:

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**4) Cultural** – includes projects that pertain to heritage, arts, festivals, crafts, community gardens:

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**5) Governance** - includes projects pertaining to policies, procedures, staffing, committees, tax structure:

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**General Comments:** -----

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Please return **by February 26, 2010** to the town office or the consultant

## VISION, GOALS, AND OBJECTIVES



The first meeting between the consultant and the Town of Brigus was focused on the process of developing an ICSP and the role the town would have to play in the process. Developing a vision, setting goals, and outlining objectives were, at first, a little challenging for Council. Once the five pillars of sustainability were introduced to the process, a clearer understanding of the requirements began to emerge, and Council started to envision where they

want their community to be in five, ten, or twenty years. Recognizing the challenges the community faces with out-migration, aging demographics, and limited resources, Councillors soon realized that the present trends were threatening to the survival and sustainability of the community, and steps had to be taken to reverse the alarming trends.

During the Fall of 2008, Municipalities Newfoundland and Labrador, through the Community Cooperation Resource Center, performed Municipal Self Assessments on more than 250 municipalities in the Province, including the town of Brigus. A follow-up report back to the municipality concluded that while they were sustainable, there was room for improvement in some categories. Since the self-assessment was the first step in the developing the ICSP, the town was encouraged to consider the shortfalls in the self-assessment report when developing their goals and objectives.

After receiving an in-depth explanation of the five pillars of sustainability, and realizing that a positive approach must be taken to sustain their municipality, Councillors were better prepared and informed to address their vision, goals, and objectives more willingly and aggressively. A “Resident Survey” was sent to every household in the Town of Brigus, with a two-week return deadline, asking for their input on what they would like to see their community undertake as objectives and priorities over the next five years under each pillar of sustainability. This would assist Council in determining their vision, goals and objectives that would be incorporated into the ICSP.

Once the surveys were received and Council had an opportunity to meet on identifying their goals and objectives (a two to three week period), the consultant again met with Council to begin the process of putting together their vision, goals, and objectives into a document that would eventually constitute the ICSP. A vision has been created for the Town of Brigus, and each pillar of sustainability contains a goal, followed by objectives supporting the goal and vision. The objectives include the project lead, estimated cost, funding partners, and estimated time of start and completion. Before the document was finalized, public meetings were held in the community, and a presentation was made by the consultant outlining a draft copy of the vision, goals, and objectives of the community. The comments and suggestions received from the

public meetings were then analyzed and incorporated to produce the draft copy of the ICSP. The final document will show a detailed strategic plan for the community of Brigus.

## ***Vision***

**Recognizing that its potential lies within its heritage, history, and tourist attractions, the Town of Brigus will undertake initiatives that will strengthen its tourist industry, preserve its history, and promote its culture and heritage.**

**In so doing, the Town of Brigus will protect and enhance the lifestyle of the community for its residents by providing amenities and services that will create an environmentally friendly and healthy community for families of all ages.**

## ***Environment***

### **Goal**

The Town of Brigus will expand its water/sewer services, promote recycling, and improve its waste management system.

### **Objectives**

#### ***1. Phase 1 – Tie in potable water loops for Riverhead and the Main Highway.***

Project Lead: Town	Partners: Town/Provincial Government (90/10)
Estimated Cost: \$262,000.00	
Estimated Start Date: 2010	Estimated Completion: 2010

#### ***2. Phase 2 – Extend water/sewer services to Farm Road, Gullies Road, and Conception Bay Highway.***

Project Lead: Town	Partners: Town/Provincial Government (90/10)
Estimated Cost: \$2,900,000.00	
Estimated Start Date: 2010	Estimated Completion: 2010

#### ***3. Phase 3 – Extend Water/sewer services to Ridge Road.***

Project Lead: Town	Partners: Town/Provincial Government (90/10)
Estimated Cost: \$1,750,000.00	
Estimated Start Date: 2011	Estimated Completion: 2012

#### ***4. As a result of the new Waste Management Strategy, close out and rehabilitate existing dumpsite.***

Project Lead: Town	Partners: Town/MMSB
Estimated Cost: TBD	
Estimated Start Date: 2010	Estimated Completion: 2011

**5. Develop an Education and Awareness program to promote recycling and composting.**

Project Lead: Town

Partners: Town/MMSB

Estimated Cost: \$10,000.00

Estimated Start Date: 2010

Estimated Completion: 2011

**6. Undertake a major clean-up campaign, focusing on car wrecks and accumulated garbage.**

Project Lead: Town

Estimated Cost: \$1,500.00

Estimated Start Date: 2010/yearly

## **Economics**

### **Goal**

The Town of Brigus will develop a municipal plan that will assist council with future economic development and tourism opportunities

### **Objectives**

**1. Assist developers in the development of three residential sub-divisions.**

Project Lead: Town

Partners: Town/Developers

Estimated Cost: Nil

Estimated Start Date: 2010

Estimated Completion: 2012

**2. Complete a new 10-year Municipal Plan.**

Project Lead: Town

Partners: Town/Gas Tax funding

Estimated Cost: \$30,000.00

Estimated Start Date: 2010

Estimated Completion: 2010

**3. Establish an Economic Development Committee to promote Tourist Attractions, expand Tourism Season, and identify economic development opportunities.**

Project Lead: Town

Partners: Town/Business Community

Estimated Cost: Nil

Estimated Start Date: 2010

Estimated Completion: Ongoing

**4. Explore the feasibility of selling existing Town Hall building and moving to "Brigus Public Building".**

Project Lead: Town

Partners: Town/Community

Estimated Cost: TBD

Estimated Start Date: 2010

Estimated Completion: 2011

## ***Social***

### **Goal**

The Town of Brigus commits to better communications with its residents and providing activities for all ages.

### **Objectives**

**1. Upgrade Municipal Playground with new equipment and material.**

Project Lead: Town

Partners: Town

Estimated Cost: \$20,000

Estimated Start Date: 2010

Estimated Completion: 2010

**2. Produce a Quarterly Newsletter inviting submissions from residents of the Community.**

Project Lead: Town

Estimated Cost: \$1,000/year

Estimated Start Date: 2010/Ongoing

**3. Work with Seniors Groups to develop Seniors Programs promoting active and healthy living.**

Project Lead: Town

Partners: Town/Seniors Grant

Estimated Cost: \$10,000

Estimated Start Date: 2010/Ongoing

## ***Cultural***

### **Goal**

The Town of Brigus will honour its history, and preserve its culture and heritage.

### **Objectives**

**1. Enhance the War Memorial by adding rock wall, walkway, and lights.**

Project Lead: Town

Partners: Town/Royal Canadian Legion

Estimated Cost: \$6,000

Estimated Start Date: 2010

Estimated Completion: 2010

**2. Support the Brigus Blueberry Festival**

Project Lead: Festival Committee

Partners: Town/Festival Committee

Estimated Cost: In-kind

Estimated Start Date: 2010/yearly

**3. Establish a Heritage Advisory Committee to determine heritage status infrastructure.**

Project Lead: Town

Estimated Cost: Nil

Estimated Start Date: 2010/Ongoing

**4. Develop a hiking trail to lighthouse area (In partnership with Town of Cupids)**

Project Lead: Town of Brigus

Partners: Town/Town of Cupids/ACOA

Estimated Cost: \$250,000

Estimated Start Date: 2010

Estimated Completion: 2011

**5. Incorporate Heritage regulations in the Municipal Plan**

Project Lead: Town/Heritage Advisory Committee

Estimated Cost: Part of the Municipal Plan Expense

Estimated Start Date: 2010

Estimated Completion: 2010

**Governance****Goal**

The Town of Brigus will strengthen its governance structure by creating committees and implementing succession planning.

**Objectives****1. Establish Committee Structure of Council, including residents of the Community.**

Project Lead: Town

Estimated Cost: Nil

Estimated Start Date: 2010/Ongoing

**2. Develop an Emergency Preparedness Plan (Include residents and groups from Community).**

Project Lead: Town

Partners: Town/Provincial Government

Estimated Cost: \$20,000

Estimated Start date: 2011

Estimated Completion: 2012

**3. Develop Succession Planning for Town of Brigus employees.**

Project Lead: Town

Partners: Town/Targeted Wage

Estimated Cost: \$25,000/year

Estimated Start Date: 2010/Yearly

**4. Investigate the feasibility of using Biz-Pal as a Management tool.**

Project Lead: Town

Partners: Town/Dept. of Government Services

Estimated Cost: TBD

Estimated Start Date: 2010/Ongoing

**5. Hold semi-annual Council/Town Staff meetings**

Project Lead: Town

Estimated Cost: Nil

Estimated Start Date: 2010/Ongoing

## MUNICIPAL SUSTAINABILITY SELF-ASSESSMENT REPORT

The CCRC (Community Cooperation Resource Center) would like to thank the Town of Brigus for taking the time to engage in the Municipal Sustainability Self-Assessment Tool Kit process. The CCRC believes a strong local government structure will only be achieved by having in place self-sustaining local government administrations. Please note that one of the key objectives of this project was to raise the awareness of issues surrounding long-term sustainability and viability of municipalities. Please note that this report is based on the Municipal Sustainability Self-Assessment session that the town completed as the tool for self-evaluation. It is not intended as an outside review nor is it possible to compare specific results between municipalities.

As one of the current requirements of securing access to continuous Gas Tax funding all recipients are responsible for completing an Integrated Community Sustainability Plan or ICSP. The sustainability self-assessment process provides an appropriate basis for launching the ICSP process. This report is intended to give a “big picture” look at your municipality’s current situation and to provide some guidance as to possible directions to take in the future. Your ICSP should utilize these results to develop an integrated approach to address any issues and capitalize on existing strengths. Remember that this is the beginning of a process, not a solution. Your council should perform a more detailed analysis as part of a larger ICSP process.

**Based on the Self-Assessment session your municipality participated in, the CCRC would like to highlight the following items:**

- 1. Governance** - This is an analysis of the municipal body in an effort to determine if council is complying with the requirements of the Municipalities Act and practicing principles of good governance, including strategic, long-term planning.

**The session held with your council and staff indicated that while you are somewhat successful in achieving good governance there are areas that you should consider acting upon in the near future. They include:**

- **Planning:** It is perhaps the best methods to ensure long-term goals are met. Inclusive plans that are regularly consulted and updated will improve the ability of your municipality to adapt to changing situations.

2. **Administration** – A significant part of determining the sustainability of municipalities is associated with the administrative capacity of the employees of council and their resulting ability to provide council with accurate and reliable information. They have daily contact with the public and advise council on the development of policy. They are also responsible for implementation of the adopted policies, plans, regulations, and directions of council.

**Your responses indicate that you have employed and equipped an adequate numbers of skilled staff, which are well suited to the demanding requirements of administering the operations of your municipality.**

3. **Finance and Financial Management** – Good financial management is one of the cornerstones of the success and continuity of any organization. It ensures that resources are properly managed and funds are spent in accordance with the stated priorities and mission of the organization.

**Your municipality appears to be operating with sound financial practices that have allowed you to keep debt levels low while delivering the current level of services and the requirements of the Municipalities Act.**

4. **Service Delivery** – Providing basic services such as garbage collection and disposal, fire protection, clean water supply, sewage collection and treatment, street lighting and an adequate road network are fundamental municipal responsibilities. Determining whether your municipality is able to provide these services in a manner that meets both public demands and existing standards and legislative requirements is an important indication of municipal sustainability.

**Your answers show that even though you are able to continue service delivery, unless you address some issues it is likely that they will become problems in the future. These issues include:**

- **Waste Management:** Waste diversion and reduction activities must be part of any future waste management plans.
  - **Recreation** – Recreation programs for residents of all ages is an integral part of modern sustainable communities.
5. **Equipment and Infrastructure** – While many residents in incorporated municipalities receive services through infrastructure provided by the town, other areas of some municipalities are unable to be provided these services for various reasons including lack of the necessary infrastructure. In addition, much of the infrastructure that does exist is aging and will have to be replaced in the near future or is inadequate to meet current standards.

**Your municipality appears able to ensure the maintenance and development of the required infrastructure to sustain the services you currently provide. The integration of PSAB, ICSP and asset management principals can help continue your infrastructure development.**

6. **Community Well-Being** – Municipalities have to recognize the impact of a declining and aging population on its eroding tax base, overall economic position and volunteer contributions, and seek alternative methods of service delivery where necessary. The status of ecological and cultural resources and health and education services significantly impact long-term community viability.

**The self-assessment has identified that you are able to maintain a level of community well being, however there were issues in the following areas:**

- **Economics:** High unemployment and a shrinking tax base can be overcome with innovative economic development strategies that take advantage of your areas key assets.
- **Environment** – Implementing policies to educate people and encourage environmental protection will ensure that the environment can be enjoyed into the future.
- **Arts & Culture** – Supporting the local arts and cultural development can enhance community connectivity and the well being of residents.

7. **Regional Cooperation** – Regional cooperation is increasingly recognized as an essential component of community sustainability. Combining resources to help reduce costs and enhance service delivery, impacts all areas of sustainability.

**Increasing regional cooperation efforts can lead to increased communication, viable governance structures and possibly reduced costs and increased service levels. Your council could consider other forms of regional cooperation especially in the areas of Service Delivery and Community Well-Being.**

## ***Other Comments and Recommendations***

### **Attendance at the Self-Assessment Session**

- The attendance at the session was exemplary and is a strong indicator of your council's commitment to long term sustainable planning.

### **Bonus Questions**

- This section indicated that your municipality has significant unique assets that can continue to enhance your long-term sustainability. Your goal should be to include the identified assets in any future planning.

### **Integrated Community Sustainability Plan (ICSP)**

- The results of your session indicate that the best option for completing your Integrated Community Sustainability Plan would be as part of a larger group of municipalities.

The CCRC within Municipalities Newfoundland and Labrador (MNL) and in collaboration with the Department of Municipal Affairs will be providing follow up information on the ICSP process as well as any support that becomes available. If you would like to explore the possibility of completing a group or regional ICSP, assistance is available through the Community Cooperation Resource Centre.

As part of the ICSP process this report of your Self-Assessment results must be made public. Transparency must be a part of any process where community sustainability is the goal. This report must be tabled at a council meeting to ensure public awareness of the process.

### ***Regional Cooperation Options***

To enhance long term sustainability goals there are service sharing and regional cooperation options available to your municipality. The options currently available vary in terms of the level of commitment and the potential benefits. If your council would like to explore any of the arrangements listed below and would like information or assistance please contact the CCRC.

<b>Type of arrangement</b>	<b>Potential Benefit(s)</b>	<b>Ease of Establishment</b>	<b>Level of Commitment</b>	<b>Limitations</b>	<b>Current Situation</b>
<b>Joint Council</b>	-Communication -Unified voice for regional issues.	Establishment simply requires an agreement to meet on a regular basis.	Very low level of commitment and members may leave at any time.	Not a legally recognized body.	Currently 15-17 active in NL.
<b>Service Sharing</b>	-Reduced cost -Increased or maintained services.	Requires an agreement, usually written between parties.	Formal agreements are legally binding contracts but are often limited to one or two services.	Requires that one party take on the official responsibility.	74% of municipalities report some kind of service sharing in NL.
<b>Municipal Service Delivery Corporation</b>	-Regional approach -Separate entity legally responsible -Can charge fee for service. -All partners can sit on Board of Directors	Requires agreement of parties and signature of the Minister of Municipal Affairs.	Agreements for service provision are legal contracts and Corporations are legal entities.	-Cannot tax -Minister may prescribe terms of operation.	-Currently 1 in operation. -Waste management Authorities are similar but fall under different legislation.
<b>Regional Council</b>	-Have all the authorities of a municipal council. -Can encompass LSDs and unincorporated areas. -Existing councils can become members.	Requires approval of the Lieutenant Governor in Council and legislation.	Commitment is high, as it requires specific legislation.	Existing councils can remain in place.	Currently only one Regional Council, on Fogo Island.
<b>Formal Merger (Amalgamation or Annexation)</b>	-Cost savings -Increased service delivery efficiency -One large unified lobby voice -Reduced costs	Requires significant effort and support from the Minister of Municipal Affairs.	Very high level of commitment as it is a permanent condition.	Possible concerns over loss of immediate local control.	Mergers in recent years: Trinity Bay North; New-Wes-Valley; Roddickton and Bide Arm



**Table 2. . . Paving**

Loan Number	Name of Creditor	Original Principal	Due Date	Council Portion	Province Portion	Total
<b>Totals</b>				<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**Table 3. . . Incinerator/Waste Management**

Loan Number	Name of Creditor	Original Principal	Due Date	Council Portion	Province Portion	Total
<b>Totals</b>				<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**Table 4. . . Recreation Facilities/Stadium**

Loan Number	Name of Creditor	Original Principal	Due Date	Council Portion	Province Portion	Total
<b>Totals</b>				<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>



**Summary of Table Totals**

	Council Portion	Provincial Portion
Totals from Table 1	<b>\$0.00</b>	<b>\$22,340.16</b>
Totals from Table 2	<b>\$0.00</b>	<b>\$0.00</b>
Totals from Table 3	<b>\$0.00</b>	<b>\$0.00</b>
Totals from Table 4	<b>\$0.00</b>	<b>\$0.00</b>
Totals from Table 5	<b>\$0.00</b>	<b>\$0.00</b>
Totals from Table 6	<b>\$107,846.00</b>	
Totals	<b>\$107,846.00</b>	<b>\$22,340.16</b>
<b>Grand Total of All Debt Charges From All Sources</b>		<b>\$130,186.16</b>

**Expenditures**

<b>1.0 GENERAL GOVERNMENT</b>			
1.1 Council			
	01. Remuneration for Councilors	\$13,600.00	763-110-111
	04. Travel	\$0.00	
	05. Supplies	\$0.00	
Total 1.1 Council			<b>\$13,600.00</b>
1.2 General Administration			
	01. Salaries	\$47,800.00	760-110-112
	02. Employee Benefits	\$2,200.00	753-110-112
	03. Payroll Burden	\$2,200.00	753-110-112
	04. Travel	\$7,000.00	752-110-115-153
	05. Supplies	\$15,000.00	765-110-112
	06. Purchased Services (other than insurance)	\$5,000.00	765-110-112
	07. Professional Services	\$7,000.00	775-110-112
	08. Insurance	\$18,000.00	762-110-112
Total 1.2 General Administration			<b>\$104,200.00</b>
1.3 Municipal Elections		767-110-113	\$1,500.00
1.4 Property Assessment Services		768-110-114	\$23,200.00
1.5 Common Services			
	1.5.1 Engineering Services	\$2,000.00	752-110-115-153
	1.5.2 General Maintenance	\$0.00	
	1.5.3 Professional Development and Training	\$2,000.00	752-110-115-153
	1.5.4 Public Relations	\$0.00	
Total 1.5 Common Services			<b>\$4,000.00</b>
<b>TOTAL 1.0 GENERAL GOVERNMENT</b>			<b>\$146,500.00</b>

<b>2.0 PROTECTIVE SERVICES</b>		
2.1 Fire Protection	768-220-221	\$15,000.00
2.2 Emergency Preparedness and Response		\$0.00
2.3 Animal and Pest Control		\$500.00
2.4 Municipal Enforcement		\$0.00
2.5 Other Protective Services and Inspections		\$0.00
<b>TOTAL 2.0 PROTECTIVE SERVICES</b>		<b>\$15,500.00</b>
<b>3.0 TRANSPORTATION SERVICES</b>		
3.1 Vehicle and Fleet Maintenance	771-330-331	\$28,000.00
3.2 Road Transport		
3.2.1 Streets, Roads, Sidewalks etc.	\$95,252.76	768-330-332-321&760
3.2.2 Snow Removal	\$42,400.00	765-330-332-322&760
3.2.3 Street Lighting	\$37,000.00	768-330-332-323
3.2.4 Traffic Services	\$500.00	765-330-332-324
<b>TOTAL 3.2 ROAD TRANSPORT</b>		<b>\$175,152.76</b>
3.3 Public Transit		0.00
3.4 Other Transportation Services		0.00
<b>TOTAL 3.0 TRANSPORTATION SERVICES</b>		<b>\$203,152.76</b>
<b>4.0 ENVIRONMENTAL HEALTH</b>		
4.1 Water Supply	768-440-441&760	\$28,450.00
4.2 Sewage Collection and Disposal	768-440-442&760	\$20,000.00
4.3 Garbage and Waste Collection and Disposal	768-440-443&760	\$50,000.00
4.4 Other Environmental Health services		\$0.00
<b>TOTAL 4.0 ENVIRONMENTAL HEALTH</b>		<b>\$98,450.00</b>

<b>5.0 PLANNING AND DEVELOPMENT</b>		
5.1 Planning and zoning	775-550-551	\$2,000.00
5.2 Community Improvement and Development	768-550-552	\$2,500.00
5.3 Regional Development		\$0.00
5.4 Tourism and Marketing	765-550-554	\$2,000.00
5.5 Other Planning and Development	775-550-551	\$1,000.00
<b>TOTAL 5.0 PLANNING AND DEVELOPMENT</b>		<b>\$7,500.00</b>
<b>6.0 RECREATION AND CULTURAL SERVICES</b>		
6.1 Recreation Administration	760-660-662	\$6,300.00
6.2 Recreation Facilities		
6.2.1 Recreations and Community Centers		\$0.00
6.2.2 Parks, Playgrounds etc., Snow Removal		\$10,000.00
	768-660-662-622	
6.2.3 Stadium		\$0.00
6.2.4 Swimming Pool		\$0.00
Total 6.2 Recreation Facilities		<b>\$10,000.00</b>
6.3 Cultural Facilities - Library	769-660-663-632	1,000.00
6.4 Recreation and Cultural Programs, Activities etc.		0.00
6.5 Other Recreation and Cultural Services	769-660-663-633	1,300.00
<b>TOTAL 6.0 RECREATION AND CULTURAL SERVICES</b>		<b>\$18,600.00</b>

<b>7.0 FISCAL SERVICES</b>		
7.1 Debt Charges From All Sources		
	09. Council Portion	\$107,846.00
	10. Provincial Portion	\$22,340.16
Total 7.1 Debt Charges From All Sources		<b>\$130,186.16</b>
7.2 Transfers to Authorized Reserves and other Funds		
	11. Provision for Uncollectible Taxes, Fees & Charges	\$0.00
	12. Deficit of Prior Year	\$0.00
	14. Accumulated Deficit Reduction Plan	\$0.00
	15. Discounts, Losses, Allowances	\$2,000.00
	16. Capital Expenditure Out of Revenue GAS TAX	\$23,466.00
	17. Authorized Transfers to Reserves & Other Funds	\$0.00
Total 7.2 Transfers to Authorized Reserves and other Funds		<b>\$25,466.00</b>
7.3 Other Fiscal Services		
<b>TOTAL 7.0 FISCAL SERVICES</b>		<b>\$155,652.16</b>
<b>TOTAL EXPENDITURES</b>		<b>\$645,354.92</b>

**Revenues**

<b>1.0 TAXES AND RELATED REVENUES</b>				
1.1 Property Tax Information				
1.1.1 Residential Property info.	Assessed Values	Number of Properties	Tax Rate (mils)	Total Tax
01. Mil Rate Method	\$36,207,907.50	752	8	\$289,663.26
02. Minimum Tax Method	\$125,550.00	70	275	\$19,250.00
03. Residential Grants in Lieu	\$0.00	0	0	\$0.00
04. Residential Exempt Properties	\$1,520,100.00	21		Place the total of the above three boxes in the box below
<b>Totals Residential Property Info.</b>	<b>\$37,853,557.50</b>	<b>843</b>		<b>\$308,913.26</b>
1.1.2 Commercial/Non-Residential	Assessed Values	Number of Properties	Tax Rate	Total Tax
05. Mil Rate Method	\$1,777,717.00	39	various	\$4,425.00
06. Minimum Tax Method	\$0.00	0	0	\$0.00
07. Non-Residential Grants in Lieu	\$0.00	0	0	\$0.00
09. Tax Agreements	\$635,600.00	5	0	\$13,964.00
09. Non-Residential Exempt Property	\$456,700.00	4		Place the total of the above four boxes in the box below
<b>Totals Commercial/Non-Residential</b>	<b>\$2,870,017.00</b>	<b>48</b>		<b>\$18,389.00</b>
	Total of All Assessed Values	Total # of All Properties		Total of All Property Taxes
<b>Total 1.1 Property Tax Information</b>	<b>\$40,723,574.50</b>	<b>891</b>	Box A	<b>\$327,302.26</b>

1.2 Water and Sewerage Tax Information					
1.2.1 Residential Water and Sewerage		# Household Units	Tax Rate	Total Tax	
	10. # of households NOT Connected	160			
	11. Water and Sewerage Tax	282	\$300.00	\$84,600.00	
	12. Water Tax Only (if separate tax)	45	\$200.00	\$9,000.00	
	13. Sewerage Tax Only (if separate tax)	3	\$200.00	\$600.00	
	14. Other Residential W/S Tax				
Total Number of Household Units		490	Total 1.2.1 Residential W/S Tax		<b>\$94,200.00</b>
1.2.1 Commercial/Non-Residential Water and Sewerage		# Comm./Non-Res Units	Tax Rate	Total Tax	
	15. # of Commercial/Non-Residential Units NOT Connected	1			
	16. Water and Sewerage Tax	6	\$450.00	\$2,700.00	
	17. Water Tax Only (If Separate Tax)	1	\$300.00	\$300.00	
	18. Sewerage Tax Only (if separate tax)	1	\$300.00	\$300.00	
	19. Other Commercial/Non-Residential W/S Tax	1		405	
	20. Industrial and Institutional W/S(e.g. fish plants, hospitals)	1		18464	
Total # of Comm./Non-residential Units		11	Total 1.2.1 Commercial/Non-Residential W/S Tax		<b>\$22,169.00</b>
Total ALL 1.2 Water and Sewerage Tax					<b>\$116,369.00</b>

1.3 Other Taxes		# Assessed the tax	Tax Rate	Total Tax	
	21. Poll Tax	14	\$225.00	\$3,150.00	
	22. Business Ta (if variable complete the tax rates information section on			\$12,800.00	
	23. Utility Tax		2.5%	\$31,000.00	
	24. Municipal Utility (Sales) tax				
	25. Direct Seller Tax				
	26. Other Authorized Taxes				
Total 1.3 Other Taxes				Box C	<b>\$46,950.00</b>
Grand Total 1.0 Taxes and Related Revenue (Total of Boxes A, B and C)					<b>\$490,621.26</b>
<b>2.0 SALES OF GOODS AND SERVICES</b>					
2.1 Sales of Goods and Services					
	27. Garbage Collection Fees			\$775.00	
	28. Recreation and Cultural Services				
	29. Transportation Services				
	30. Fire Protection Service Fee				
	31. Animal and Pest Control Fees				
	32. Tipping Fees				
	33. Incinerator Fees				
	34. Water Supply			\$28,080.00	
	35. Other Sales of Goods and Services			\$1,863.11	
Total 2.1 Sales of Goods and Services					<b>\$30,718.11</b>
<b>TOTAL 2.0 SALES OF GOODS AND SERVICES</b>					<b>\$30,718.11</b>

<b>3.0 OTHER REVENUE FROM OWN SOURCES</b>			
3.1 Other Revenue From Own Sources			
	36. Assessments, Levies, Fees and Charges		\$5,135.39
	37. Rental Income		\$18,645.00
	38. Interest from Investments		
	39. Interest Collected on Overdue Accountst		
	40. Other Revenue From Own Sources		
Total 3.1 Other Revenue From Own Sources			<b>\$23,780.39</b>
<b>TOTAL 3.0 OTHER REVENUE FROM OWN SOURCES</b>			<b>\$23,780.39</b>
<b>4.0 GOVERNMENT TRANSFERS</b>			
4.1 Provincial Government Grants and Subsidies			
	41. Municipal Operating Grant		\$54,429.00
	42. Provincial Portion Of Debt Charges		\$22,340.16
	43. Other Prov. Gov. Grants and Subsidies		
Total 4.1 Provincial Government Grants and Subsidies			<b>\$76,769.16</b>
4.2 Federal Government Grants and Subsidies			
Total 4.2 Federal Government Grants and Subsidies - Gas Tax			\$23,466.00
<b>TOTAL 4.0 GOVERNMENT TRANSFERS</b>			<b>\$100,235.16</b>
<b>5.0 OTHER TRANSFERS</b>			
5.1 Transfers from Authorized Reserves			
	45. Surplus of Prior Year		
	46. Transfers from Authorized Reserves		
Total 5.1 Transfers from Authorized Reserves			<b>\$0.00</b>
<b>TOTAL 5.0 OTHER TRANSFERS</b>			<b>\$0.00</b>
<b>TOTAL REVENUES</b>			<b>\$645,354.92</b>

## *Summary of Municipal Budget Submission*

### Summary of The Municipal Budget Submission Form

Name of Municipality		Budget year
<b>TOWN OF BRIGUS</b>		2010
<b>Expenditures</b>		
1.0 General Government	\$146,500.00	
2.0 Protective Services	\$15,500.00	
3.0 Transportation Services	\$203,152.76	
4.0 Environmental Health	\$98,450.00	
5.0 Planning and Development	\$7,500.00	
6.0 Recreation and Cultural Services	\$18,600.00	
7.0 Fiscal Services	\$155,652.16	
	<b>Total Expenditures</b>	<b>\$645,354.92</b>
<b>Revenues</b>		
1.0 Taxes	\$490,621.26	
2.0 Sales of Goods and services	\$30,718.11	
3.0 Other Revenue From Own Sources	\$23,780.39	
4.0 Government Transfers	\$100,235.16	
5.0 Other Transfers	\$0.00	
	<b>Total Revenues</b>	<b>\$645,354.92</b>



## IMPLEMENTATION, MONITORING, EVALUATION



With a plan of this nature, it is imperative that it includes a strategy to ensure that the goals and objectives are completed on schedule and evaluated to maintain relevance. There may also be a need to adjust the plan to reflect any reality of the day that may require immediate attention. Without continuous implementation checks, this plan runs the risk of becoming just another document on a shelf collecting dust. With the effort invested in the

development of this ICSP, the Council of Brigus is committed to making sure that it becomes a living document that is used and revised on a regular basis.

### ***Implementation***

In deciding on which model to use for the implementation of the goals and objectives of the ICSP, two options should be considered by Council. Regardless of which option is chosen, both will require an aggressive and dedicated approach to fully accomplish the plan's intended outcome.

The first option that may be considered is a Staff/Council approach that would see the formation of an ICSP committee consisting of the Town Clerk/Manager and two members of Council who would oversee and direct the execution of the objectives under all pillars of sustainability. The Committee may wish to include other people from the Community as members of the Committee. This Committee would be in place for the duration of the plan, although there may be a need to change the members from time to time, and they would be responsible for delegating responsibilities to ensure the objectives are achieved as per the timelines outlined under each objective.

The second option would be through the Committee Structure, by assigning each pillar of sustainability to a member of Council, who would be responsible for forming his/her committee to oversee and direct the execution of the objectives under that particular pillar of sustainability. The Town Clerk/Manager would be the resource person on some of those committees, but definitely not all. Some of those duties may be delegated to a resource person who may be a member of the committee. The Councillor should chair the committee and take direction from Council for the implementation of the objectives. This option will ensure that all of Council will be involved in the ICSP implementation process.

### ***Monitoring and Evaluation***

Whichever implementation option is chosen, there will be a need for regular reporting to Council on the progress of the plan. The suggested timeline for reporting would be at a minimum, every six months, although it may be necessary from time to time to report on a more frequent basis. Not only will there be requirement to report back to Council, but also to Department of Municipal Affairs and to the Community as a whole. The people of Brigus had input into the plan – they should also be informed on the progress of implementation. This should be done on a yearly basis. In option one, the Chair of the ICSP committee would be responsible for reporting back to Council, while in option two, the Chair of the Pillar committee would have that responsibility. As for reporting to the Community, it is suggested that this would be done in a public forum or through the newsletter being planned in the ICSP.

Remember this is a “living document”, and there will be a need to evaluate the plan to ensure the goals and objectives still have relevance in the community or if they need amendments to meet the objectives of the day. Priorities may change throughout the next five years in the Town of Brigus that will precipitate the need to re-evaluate the goals and objectives outlined in the ICSP document, and those priorities may require the expenditure of considerable funds that would otherwise been spent on the plan. If the plan requires some form of amendment, it is suggested that the Committee Chair bring the request to Council for their approval. Any changes to the plan should also be reported to the Department of Municipal Affairs.

As a tool to help with the amendment and approval process, if required, a worksheet is attached to help facilitate the procedure through the system.

## MONITORING AND EVALUATION SHEET

Date of Review (day/month/year)	
Section of Plan	
Pillar of Sustainability	
Objective #	
Status of Objective	
(Not started, stage of development, completed)	
Action Required (if any)	
Changes Required to meet Objective (if any)	
Anticipated Date of Approval	



## CONCLUSION



The Town of Brigus has deep roots in heritage and culture. Once a thriving fishing community, the future of Brigus rests with its ability to promote its history and create economic opportunities around it. This ICSP recognizes that the Town is prepared to expend its efforts around the tourism industry and build on the attractions that exist in the community today. Not lost on the town is its proximity to the Capital City of St. John's and the potential this has for its residential market. The mere fact that the population can "double" in the summertime proves that there is an existing market for cottages and summer homes with a tremendous potential for growth.

While the Town of Brigus recognizes there must be a balance between economic development and heritage preservation, the goals and objectives the town has identified in the ICSP reflect that delicate balance. On one of its websites, the towns slogan reads, "Brigus is a growing community because it is preserving its heritage and beauty". That says to me that Brigus is where it is today because of its heritage and it will grow because of it, so it is in everybody's best interest to protect it.

The ICSP vision developed by the town clearly demonstrates where they see the community in the next few years, and it's a vision that is attainable and realistic. The investments in the Environment, Economic Development, Heritage and Culture, and Governance that have been outlined in this plan present a road map that protects the history of the community, yet, allows the town to grow and prosper. The Council should be commended for recognizing the importance of reaching that balance with its residents, as demonstrated both through the surveys and the public consultation.

The Consultant wishes to congratulate the Town of Brigus for their success and wish them well as they implement the goals and objectives of this ICSP. Brigus is a beautiful historic town that needs to be protected and preserved, and this plan will certainly help to achieve the vision of preserving its heritage and culture while continuing to be sustainable well into the future.





GLMC was formed in 2009 to support municipalities in Newfoundland and Labrador deal with the increasingly complex administrative and regulatory environment they are facing. Based on the 20 years experience of principal Graham Letto, the firm provides strategic advisory services to municipal councils with regard to management, planning, intergovernmental relations and economic development. The firm is headquartered in St. John's, NL.

For more information call 709-689-2996 or email [galletto@nf.sympatico.ca](mailto:galletto@nf.sympatico.ca)