

# Town of Burin

## Integrated Community Sustainability Plan 2010



Submitted To:

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1.0 INTRODUCTION .....	3
1.1 Sustainability.....	4
1.1.1 What is Sustainability? .....	4
1.1.2 What is an Integrated Community Sustainability Plan (ICSP).....	4
1.1.3 Why Develop an Integrated Community Sustainability Plan .....	5
1.2 Process to Develop the Integrated Community Sustainability Plan .....	7
1.3 Community Attributes .....	8
1.4 Interactions.....	11
1.5 Strengths, Weaknesses, Opportunities, Threats (SWOT).....	12
2.0 INITIAL SELF ASSESSMENT .....	14
2.1 Questions on Sustainability from Municipal Affairs .....	14
2.2 Public Engagement .....	15
2.3 Asset Management.....	15
2.3.1 PSAB Compliance .....	15
2.3.2 Regional Asset Management .....	16
3.0 OUR COMMUNITY - OUR VISION.....	17
3.1 Community Sustainability Pillars .....	17
3.2 Community Values .....	21
3.3 Community Vision.....	21
4.0 GOALS AND ACTIONS .....	22
4.1 Summary Table.....	22
4.3 Governance .....	24
4.3.1 Council will be Active, Dynamic and Diverse .....	24
4.3.2 Professional Development and Training.....	25
4.3.3 Residential Development Planning.....	26
4.3.4 Town Hall and Fire Hall Developments .....	27
4.4 Culture.....	28
4.4.1 Community Involvement in Cultural Development .....	28
4.4.2 Heritage Preservation.....	29
4.5 Social.....	30
4.5.1 Improved Recreational Programs and Social Services .....	30
4.5.2 Improved Community Communication .....	31
4.5.3 Increase Services for Senior Citizens .....	32
4.6 Economic .....	33
4.6.1 Economic Development Officer .....	33
4.6.2 Economic Marketing Strategy .....	34
4.7 Environment.....	35
4.7.1 Water Management.....	35
4.7.2 5 year Capital Works Plan .....	36
4.7.3 Upgrade Town Infrastructure.....	37
4.7.4 Waste Management.....	38
5.0 COLLABORATIONS .....	39
<b>6.0 CURRENT PROJECTS AND FINANCIAL ANALYSIS .....</b>	<b>40</b>
<b>6.1 Current Projects.....</b>	<b>40</b>
<b>6.2 Financial Analysis.....</b>	<b>40</b>
7.0 IMPLEMENTATION.....	41
<b>8.0 CONCLUSION .....</b>	<b>42</b>

## **1.0 INTRODUCTION**

Over the next 10 years the Town of Burin is expecting to experience many challenges in relation to changing demographics, maintenance of existing infrastructure, the continuance of a stable tax base and impact of global forces that relentlessly keep pushing commodity prices higher and higher. To address these issues, and others, the Town of Burin embarked on the development of an Integrated Community Sustainability Plan (ICSP), which is a long term plan that has been developed in consultation with the community.

The ICSP encapsulates sustainability principles from an environmental, economic, social cultural and governance perspective, with the realization that the successful management of these pillars of sustainability will result in the overall well being of the community. Burin realizes that sustainability should not be left to chance; instead it should be carefully planned, with action items being strategically executed to provide for the overall viability of the community.

In 2006, the federal and provincial governments entered into the Canada-Newfoundland and Labrador Gas Tax Agreement, which included provisions for communities to complete an ICSP as a requisite to receiving Gas Tax funding. In the past, Burin has been involved in many ad hoc initiatives that promote sustainability; this ICSP will formalize these activities and offer a more strategic proactive approach to sustainability, thereby maximizing the benefits derived from available resources.

The framework developed through this ISCP will guide the Town in aligning its activities with its commitment to sustainability and better prepare the Town to become more proactive in defining what the future will hold. The ICSP will also secure continual access to Gas Tax revenues, which are essential meeting the sustainability commitments established by the Town.

## **1.1 Sustainability**

### **1.1.1 What is Sustainability?**

The most common definition of sustainability is one which involves “*meeting the needs of the present without compromising the ability of future generation to meet their own needs.*”<sup>1</sup> Adapting this to a municipal setting, the Town of Burin considers sustainability as the utilization of our municipal and other resources to meet community needs and aspirations, and best optimize the unique nature of the community, without compromising the well being of future citizens. Sustainability is synonymous with wellbeing and balance, practices that our forefathers incorporated into their everyday lives. Community sustainability, in the context of this plan, involves a five-pillar philosophy of balance between environment, cultural, economic, social and governance considerations, which in the end will contribute to the wellbeing of the community and permeate into community decision making processes.

While adopting the philosophy of the five-pillar system, Burin will incorporate the following concepts, which will underpin the entire sustainability planning process:

- Burin will become a self-reliant community capable of maintaining its population and maintaining infrastructure through local funding;
- Burin will develop infrastructure that respects and enhances the community’s cultural identity;
- Burin will develop infrastructure that enhances bio-diversity and minimizes our environmental footprint;
- Burin will promote a public infrastructure that meets the basic needs of its citizens, while generating economic opportunity;
- Burin will be mindful of the impact that internal developments may have on surrounding communities and include those affected to participate in the planning process.

### **1.1.2 What is an Integrated Community Sustainability Plan (ICSP)**

The ICSP provides a framework for sustainable decision making that will help the Community move towards sustainability over the next 10 years and beyond. The ICSP fulfils the federal criteria per the Gas Tax Agreement with the inclusion of:

- A coordinated approach to community sustainability (e.g., linkages to various plans, planning and financial tools that contribute to sustainability objectives);
- Reflected and integrated social, cultural, environmental and economic sustainability objectives in community planning. (governance added by Government of Newfoundland and Labrador);
- Collaborated with other municipalities, where appropriate, to achieve sustainability objectives; and
- Engaged residents in determining the long term vision of the municipality.<sup>2</sup>

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<sup>1</sup> World Commission on the Environment and Development. (1987). Our Common Future. The Bruntland Commission, UNESCO.

<sup>2</sup> Source: Infrastructure Canada. 2005. Gas Tax Agreement.

Sustainability is not something that will be accomplished in short order, as it may involve a paradigm change in Town policy, citizen's attitudes, and coordination and communication with surrounding communities. The ICSP will become a strategic document utilized by the Town to implement various actions to achieve, with in specific timelines and measurable results. The successful implementation of the ICSP will be the shared responsibility of staff, elected officials and residents.

This ICSP is an imitative of Burin, its staff, elected officials and residents. The process has been guided by their experiences and expertise; however, the Town of Burin realizes it does not operate in isolation of other communities in the region. The interconnectedness and interdependences of the actions of neighboring communities has been built into the development of this ICSP, through reference to such documents as the Regional Economic Development Plan.<sup>3</sup>

### **1.1.3 Why Develop an Integrated Community Sustainability Plan**

Despite being in existence for many years, Burin realizes that there are changes taking place all around it, some of which are entirely outside their control, while others may fall within their realm of influence. Some of these changes or pressures may include, but not be limited to the following:

- Changing population demographic
- Economic transitions
- Environmental awareness
- Municipal service expectations
- Cultural pressures
- Social expectations

Each of these pressures will now be discussed in a little more detail.

#### **Changing Population Demographic**

Over the last number of years Burin has experienced a decline in its population. This is further complicated by the realization that the average age of the remaining population is more mature, which will have direct impact on future planning for service delivery, especially as it relates to housing, medical services and social interactions.

There are some seasonal variances in populations, which can be attributed to persons wishing to occupy cottages on a full time basis and to the summer tourism traffic. These seasonal variances increase pressures on municipal services; such as waste management, traditional infrastructure systems, and may impact community character.

#### **Economic Transition**

Burin, as with nearly all rural communities in NL, has seen an economic transition from its more traditional sources of economic well being (fish plants, mines, fishing, ship building, etc.) to a reality that sees many of those capable of traveling participating in a "turn-around" economy (twenty and eight, six and two, three and three, etc.); one where working people work away but yet choose to reside here. This in many respects has been a doubled edged sword; it has provided the life blood of many rural communities, such as

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<sup>3</sup> Regional Economic Development Plan – Schooner Regional Economic Development Board, 2008.

Burin; however, it has lessened a reliance on local industries, and hence that since of survival has dissipated. Without local industries, and the tax base they provide, communities have to find other sources of revenue, or reduce the services they provide.

### **Environmental Awareness**

Citizens are becoming more aware of the environment around them; no longer is it acceptable to simply throw your waste into a dump or to dispose of an old car wreck in the bushes on some back road. The citizens of Burin expect their town council to practice good environmental stewardship. Citizens expect:

- household waste will be managed properly, with recycling programs, etc. being implemented wherever practical
- Council will provide a leadership role in managing how sanitary sewer is disposed of
- environmentally sensitive areas, such as watersheds, well-fields etc., will be protected and monitored for the common good
- their elected officials are aware of global environmental concerns and that they introduce policies to help reduce global warming, such as no idling zones, etc.

### **Municipal Service Expectations**

Citizens in Burin, as in any other modern community, expect to receive municipal services on a par with any other community. They expect clean drinking water (available at tap), paved roads, weekly waste collection, street lighting, sewer services, recreational facilities, etc. The provision of these services is very expensive, especially when consideration is given to replacement costs. Municipalities are setting up preventative maintenance programs to help prolong the useful life of existing infrastructure, they are strategically planning capital works programs that maximize the benefits of every dollar, they are establishing regulations to control development, etc. All these strategies cost money and challenge the resources of all municipalities.

### **Cultural Pressures**

There was a time when each and every municipal entity had a strong cultural sense of being. Citizens in the respective communities took pride in ownership of their respective customs, dialects, building patterns, etc. Today many municipalities, out of financial necessity, share resources, schools, municipal service offerings, etc., to the point that there is often very little difference between one community and the next. Sport rivalries between municipalities, which often became a sense of pride, have all but disappeared due to shrinking population base. Today younger citizens communicate through face book and other such media, often in isolation of each other, instead of meeting at local restaurants, etc. where they would traditionally interact with one another. These changes in behavioral patterns apply pressure to our traditional ways of passing along our heritage, to creating a sense of community pride, and if communities are to survive, from a cultural perspective, they must encompass this new reality and plan to participate in it.

### **Social Expectations**

Social expectations are at an all time high. Citizens can turn on a computer, surf the net, and see what exists in any community in the world. Citizens expect that their community

will be able to supply ample employment for them to support their families; they expect that there will be community organizations that will organize various social events; they expect to have their children educated in their own community; they expect affordable housing; they expect access to health care within reasonable commute times, and they expect safe communities and workplaces. These expectations apply pressure on communities, and on traditional development strategies that often took these things for granted.

## **1.2 Process to Develop the Integrated Community Sustainability Plan**

Burin, as did just about every other community across Canada since the inception of the Federal Gas Tax Program, embarked on the development of an ICSP to help model its future. The process undertaken by Burin in completing its ICSP included:

- Having elected officials and staff attended various ICSP workshops to gain a better understanding of the planning process
- The completion a self assessment to define who we are as a community and to see where we are now in terms of resource availability to meet our current and future needs
- An analysis of existing community and regional plans that may impact on the sustainability of the town
- Stakeholder consultations, etc. to developed a community visions, which defined where the community wants to be in the future, it describes what is important to the community and how they want the community to look
- Identification of specific goals to achieve the community vision, with focus on the five pillars of sustainability. Each goal was analyzed to identify lead group, costs, schedule, partners (if any), funding, Gas-Tax outcomes, measures of success, land use implications, etc.
- Identification potential partners who may be able to contribute to the success of the ICSP
- An analysis of financial capability of the municipality to implement the ICSP
- An implementation and monitoring strategy to ensure the evolution of the ICSP

### 1.3 Community Attributes

#### General

Burin is located on the Burin Peninsula, along the south cost of Newfoundland. Connection to the outside world is achieved via a provincial highway (Routes 210 and 220) with an approximate distance of 150 Km to the Trans Canada Highway. Burin is serviced by a small airstrip, unmanned, which is situated at Winterland near the center of the populated area of the Burin Peninsula. Figure 1, Burin Location, presents a graphical depiction of its municipal boundaries as well as where the community is located in relation to the Island of Newfoundland.

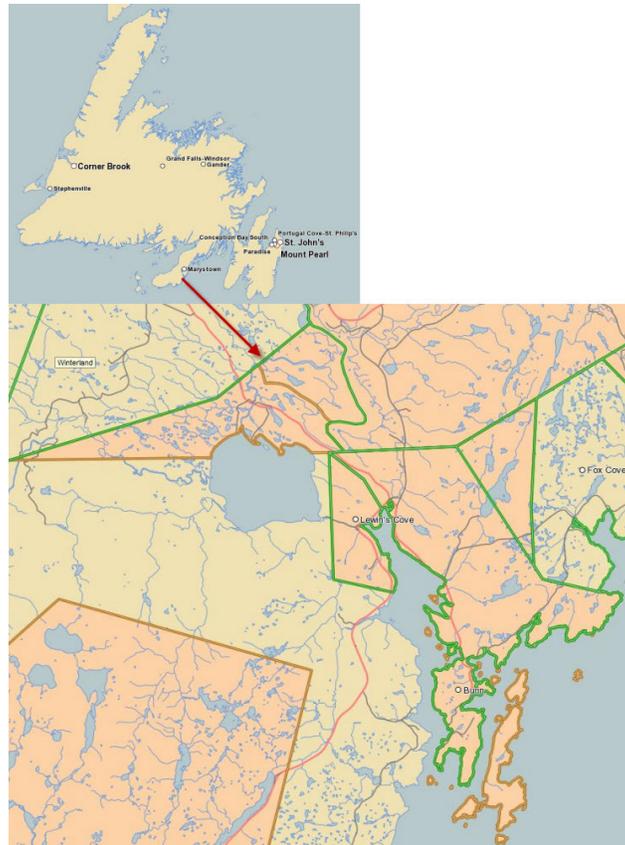


Figure 1, Burin Location

Table 1.3 presents a summary of the community profile as derived from 2006 Census Canada data.

**Table 1.3 Community Profile for the Town of Burin**

Indicator	Discussion
Population	<p>A review of the 2006 Census Canada data reveals that the last recorded population for Burin was 2,483. Previous data for 2001 indicated that the population was 2,712, which indicated that Burin has experienced an 8.4% decline in population. This trend is alarming to municipal council and is one of the major challenges being faced by the Town of Burin today.</p> <p>In a stable or growing community, one would expect to see a regular distribution of age groups. However, in reviewing 2006 Census Canada data, there is an indicator that a bias towards older age groups, in range of 40-60.</p>
Housing	<p>Burin has experienced a decline in new home construction during the past number of years. During 2009, Burin issued development permits for three (3) new homes, which is down from the previous year. It is anticipated that this indicator of prosperity is closely correlated with the shift in population as discussed above.</p> <p>New Housing Starts:</p> <ul style="list-style-type: none"> <li>• 2009- Three (3)</li> <li>• 2008- Ten (10)</li> <li>• 2007- Ten (10)</li> <li>• 2006- Two (2)</li> </ul>
Income	<p>Census Canada data 2006 shows median family income for Burin to be \$40,609 which is slightly lower (8%) than the provincial median of \$44,136. This indicates that those who have found employment in Burin can expect to make sufficient wages to maintain a lifestyle similar to other communities in the province.</p>
Immigrant Status	<p>A review of the immigrant status indicates that approximately one percent of the population is classified as immigrant. This indicates that there are very few outside cultural influences in the community.</p>
Generation Status	<p>Ninety-eight percent of the population in Burin is classified as 3<sup>rd</sup> generation citizens of this community. 25 people consider themselves part of the 1<sup>st</sup> generation, and 30 people consider themselves part of the 2<sup>nd</sup> generation. Third generation status means “Persons born inside Canada (these persons may have grandparents born inside or outside Canada as well)”<sup>4</sup>. This indicates that there are very few new families, who have originated outside of Canada, moving into the community.</p>
Labour Force Availability/Participation	<p>Census Canada 2006 indicates that there was a 58.3% participation rate in the labor force, age 15 and up in Burin; 54.6% of available females and 62.0% of available males. Provincially, there was a 58.9% participation, with 63.5% of available males and 54.6% of available females working.</p> <p>Therefore, Burin labor force participation per 2006 Census Canada information was only marginally lower than the provincial rate for males and no percent difference in the female participation rate.</p>

<sup>4</sup> Data compiled from the following:

1) Census of Population 1986-2006 Statistics Canada 2) Canada Customs and Revenue Agency summary information as provided by Small Area and Administrative Data Division, Statistics Canada 3) Census of Population 2001 and 2006, Statistics Canada 4) Census of Population 2006, Statistics Canada 5) Department of Human Resources, Labour and Employment. 6) Human Resources and Skills Development Canada 7) Census of Population 2006, Statistics Canada 8) Newfoundland and Labrador Centre for Health Information, Clinical Database Management System 9) Canadian Community Health Survey (CCHS), 2005, Statistics Canada.

Indicator	Discussion																																																							
Business Analysis	<p>The following table provides a measure of the number of businesses located in the Town correlated with an estimated number of years of operations.</p> <table border="1" data-bbox="537 296 1385 705"> <thead> <tr> <th colspan="5" data-bbox="537 296 1385 327">Business Summary</th> </tr> <tr> <th data-bbox="537 327 922 390">Industry</th> <th data-bbox="922 327 1036 390">0-10 years</th> <th data-bbox="1036 327 1149 390">10-20 years</th> <th data-bbox="1149 327 1263 390">20-30 years</th> <th data-bbox="1263 327 1385 390">30 + years</th> </tr> </thead> <tbody> <tr> <td data-bbox="537 390 922 453">Fishing Enterprise /Resource Based</td> <td data-bbox="922 390 1036 453">1</td> <td data-bbox="1036 390 1149 453">-</td> <td data-bbox="1149 390 1263 453">-</td> <td data-bbox="1263 390 1385 453">2</td> </tr> <tr> <td data-bbox="537 453 922 485">Construction</td> <td data-bbox="922 453 1036 485">7</td> <td data-bbox="1036 453 1149 485">-</td> <td data-bbox="1149 453 1263 485">-</td> <td data-bbox="1263 453 1385 485">2</td> </tr> <tr> <td data-bbox="537 485 922 516">Manufacturing</td> <td data-bbox="922 485 1036 516">-</td> <td data-bbox="1036 485 1149 516">-</td> <td data-bbox="1149 485 1263 516">-</td> <td data-bbox="1263 485 1385 516">-</td> </tr> <tr> <td data-bbox="537 516 922 548">Wholesale Trade</td> <td data-bbox="922 516 1036 548">-</td> <td data-bbox="1036 516 1149 548">-</td> <td data-bbox="1149 516 1263 548">-</td> <td data-bbox="1263 516 1385 548">-</td> </tr> <tr> <td data-bbox="537 548 922 579">Finance / Real Estate</td> <td data-bbox="922 548 1036 579">-</td> <td data-bbox="1036 548 1149 579">-</td> <td data-bbox="1149 548 1263 579">-</td> <td data-bbox="1263 548 1385 579">1</td> </tr> <tr> <td data-bbox="537 579 922 611">Health and Social</td> <td data-bbox="922 579 1036 611">4</td> <td data-bbox="1036 579 1149 611">2</td> <td data-bbox="1149 579 1263 611">-</td> <td data-bbox="1263 579 1385 611">3</td> </tr> <tr> <td data-bbox="537 611 922 642">Education</td> <td data-bbox="922 611 1036 642">-</td> <td data-bbox="1036 611 1149 642">2</td> <td data-bbox="1149 611 1263 642">-</td> <td data-bbox="1263 611 1385 642">2</td> </tr> <tr> <td data-bbox="537 642 922 674">Business Services</td> <td data-bbox="922 642 1036 674">2</td> <td data-bbox="1036 642 1149 674">2</td> <td data-bbox="1149 642 1263 674">1</td> <td data-bbox="1263 642 1385 674">12</td> </tr> <tr> <td data-bbox="537 674 922 705">Other Services</td> <td data-bbox="922 674 1036 705">9</td> <td data-bbox="1036 674 1149 705">3</td> <td data-bbox="1149 674 1263 705">3</td> <td data-bbox="1263 674 1385 705">-</td> </tr> </tbody> </table> <p>Higher numbers in the 0-10 year column indicates that new businesses/enterprises are commencing operations in the Town, which is evidence of new development and future sustainability. Higher numbers on the right hand side of the table is evidence that the community has been stable for a period of time. Little or no numbers in the left hand side of the table can be viewed as a red flag in terms of sustainability, a situation that Council must address.</p> <p>Analysis of Burin’s business summary shows an even distribution in the table. This indicates a stable community with new businesses looking at it as a place to invest.</p>	Business Summary					Industry	0-10 years	10-20 years	20-30 years	30 + years	Fishing Enterprise /Resource Based	1	-	-	2	Construction	7	-	-	2	Manufacturing	-	-	-	-	Wholesale Trade	-	-	-	-	Finance / Real Estate	-	-	-	1	Health and Social	4	2	-	3	Education	-	2	-	2	Business Services	2	2	1	12	Other Services	9	3	3	-
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Other Services	9	3	3	-																																																				
Transportation Patterns	<p>Transportation patterns are discussed in terms of how people get back and forth to work or school. Censuses data indicates that 6% of the population walk or ride bicycle, while 87% use a car or light passenger vehicle. One would expect higher foot/cycle traffic in more densely populated communities that have industries located within the community. Burin has a large geographic footprint, which makes foot/cycle traffic less attractive. Burin has set a goal to reduce its carbon footprint by strategically planning development to incorporate walking trails, etc.</p>																																																							
Food Supplies	<p>Citizens of Burin have access to one fairly large grocery store and several convenience stores. This meets the needs of those who decide to shop here; however, many citizens shop at the larger service hubs located in the Marystown area.</p>																																																							
Medical Services/ Health Status	<p>Citizens of Burin have access to four medical clinics, a dental clinic, a regional hospital and community health services</p>																																																							
Education	<p>There is a primary school, junior high school, one private college and one public college located within the Town of Burin. The colleges provide life long learning opportunities to those citizens who wish to avail of the same.</p>																																																							
Cultural Events	<p>Burin has several cultural events each year. There is the Canada Day celebration which show cases local talent, the local museum is open during the summer season and the Town sponsors a family oriented weekly cultural gatherings, where local talent can perform. The town has an active heritage committee and maintains heritage venues in the community.</p>																																																							

## **1.4 Interactions**

This section will highlight some of the organizations, associations, boards, towns, government agencies, and services with whom Burin interacts as a municipality.

### **Local**

- Heritage Society
- Burin Harbour Authority
- Burin Volunteer Fire Department
- Burin Senior Citizens Club
- Burin Harbour Authority
- Burin Kinsmen Centre, Salt Pond
- Hiram Masonic Lodge, Burin
- Oldest Colony Trust Building, Burin
- Royal Canadian Legion, Salt Pond
- Softball Parents
- Burin Eagles Nest Men's Floor Hockey
- Burin Minor Soccer League
- Burin Recreation Commission
- Burin Slowpitch Softball League
- Craig Lundrigan Memorial Softball Committee

### **Regional**

- Schooner Regional Economic Development Board
- Burin Peninsula Chamber of Commerce
- Heritage Run Association
- Newfoundland Softball Association
- Federation of Municipalities
- Department of Industry, Trade and Rural Development (Provincial)
- Atlantic Canada Opportunity Agency (Federal)

## 1.5 Strengths, Weaknesses, Opportunities, Threats (SWOT)

Table 1.5 presents the results of interviews and consultations with stakeholder groups in Burin with respect to current strengths and weaknesses; and future opportunities and threats. These indicators are presented below in the context of the five sustainability pillars of governance, culture, social, economy, and environment.

**Table 1.5: Strengths, Weaknesses, Opportunities and Threats to the Community of Burin**

<b>Pillar</b>	<b>Strengths (Current)</b>	<b>Opportunities (Future)</b>
Governance	<ul style="list-style-type: none"> <li>Committed visionary council</li> <li>Strong committee structure</li> <li>Well-trained and informed staff</li> </ul>	<ul style="list-style-type: none"> <li>Planning for long term goal accomplishment through strategic planning</li> <li>More stable long-term funding</li> <li>Development of Staff Professional Training plan</li> </ul>
Culture	<ul style="list-style-type: none"> <li>Strong community identity</li> <li>Dedicated cultural infrastructure</li> <li>Planned cultural events</li> <li>Unique and well developed heritage area</li> </ul>	<ul style="list-style-type: none"> <li>Improvements to existing cultural venues and sites</li> <li>Development of a Tourism website and promotion of Burin as a tourism destination</li> <li>Promote and encourage community cohesiveness by community-spirit building activities</li> </ul>
Social	<ul style="list-style-type: none"> <li>Strong and enthusiastic volunteer base</li> <li>Well advertised and attended community events and celebrations</li> <li>Lifelong learning opportunities</li> <li>Protective services</li> <li>Wide variety of community services</li> <li>Very adequate schools, training institutions, colleges etc...</li> </ul>	<ul style="list-style-type: none"> <li>Youth retention programs and innovative community building activities to aid in maintaining population</li> <li>Further development of modern communications (i.e. all residents have access to high speed internet services)</li> <li>Stronger presence and influence within regional social groups</li> </ul>
Economy	<ul style="list-style-type: none"> <li>Tourism based initiative in place</li> <li>Council is open to new developments within the town</li> <li>Existing industry base is diverse and stable</li> <li>Reasonable tax base</li> <li>Good port facilities</li> </ul>	<ul style="list-style-type: none"> <li>Potential for future land development</li> <li>Develop initiatives to strengthen traditional industries</li> <li>Increase annual housing starts</li> <li>Develop the medical support sector</li> <li>Greater interactive presence with and within regional associations (e.g. Schooner Regional Development Corporation, Burin Peninsula Chamber of Commerce)</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Collaborative approach to municipal services</li> <li>Trail development</li> <li>Support of community garden initiative (Peninsula Environment Group)</li> <li>Well-maintained operational infrastructure; Strong service delivery of clean water supply (e.g. water filtration system; fire protection; street lighting)</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining and improving upon municipal infrastructure.</li> <li>Participation and leadership in regional waste management</li> <li>Reduce the energy consumption of municipal facilities and other community facilities</li> <li>Improve sewage disposal system</li> </ul>

**Table 1.5: Strengths, Weaknesses, Opportunities and Threats to the Community of Burin (CONT)**

<b>Pillar</b>	<b>Weakness (Current)</b>	<b>Threats (Future)</b>
Governance	<ul style="list-style-type: none"> <li>• Inadequate funding</li> <li>• High cost of servicing the large geographical area</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient number of volunteers to run for council</li> <li>• Decreased number of qualified and trained personnel</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Regional competition for resources</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of grassroots appreciation of culture</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Declining population and demographic shift to older population due to decreased birth rate and youth out migration seeking education, employment, etc.</li> <li>• Low grassroots involvement</li> <li>• Lack of a modern, full service seniors complex</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of age mix in community, decreased volunteer contributions and other impacts due to declining and aging population</li> <li>• Loss of social programs due to low participation rates</li> </ul>
Economy	<ul style="list-style-type: none"> <li>• Lack of retention initiatives for youth</li> <li>• Lack of employment opportunities for youth and other age groups in town</li> <li>• Deficiency in the commercial tax base</li> <li>• Challenge to attract and retain skilled workers</li> <li>• Lacking in accommodations and amenities to support a more thriving tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>• Decreasing tax base due to declining population</li> <li>• Lack of enterprising spirit and willingness to take risks</li> <li>• Decline in fishery industry/ loss of fish plant</li> <li>• Project-based manufacturing industry</li> <li>• Further loss of skilled workers to western Canada</li> <li>• Global economic trends</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Aging equipment and infrastructure</li> <li>• Geographic barrier due to rural isolation</li> <li>• Lack of public awareness regarding environmental stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure suitability and availability for growth</li> <li>• Waste management (diversion and reduction activities).</li> </ul>

## 2.0 INITIAL SELF ASSESSMENT

### 2.1 Questions on Sustainability from Municipal Affairs

The Department of Municipal Affairs compiled a list of questions on sustainability to monitor if communities are successful in meeting the operational and legislative municipal requirements. Each municipality was required to complete the questionnaire and submit it to the department for review.

The Town of Burin participated in an initial assessment by completing the Municipality Sustainability Self-Assessment Tool Kit provided by the Community Cooperation Resource Centre, Municipalities Newfoundland and Labrador. Table 2.1 provides the feedback they received based on their responses to the questionnaire.

**Table 2.1: Summary of Sustainability Self-Assessment for the Town of Burin**

Topic	Discussion
Governance	Council is successful in its approach to municipal governance, especially in areas such as elections, council meetings and procedures, committees of council, training and qualifications, and planning.
Administration	Council has employed and equipped an adequate numbers of skilled staff, which are well suited to the demanding requirements of administering the operations of the municipality.
Finance and Financial Management	Council appears to be operating with 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.
Service Delivery	Council is able to continue service delivery; however, unless some issues are addressed it is likely they will become problems in the future. These issues include: <b>Waste Management</b> (diversion and reduction activities) and <b>Recreation</b> (programs for residents of all ages)
Equipment & Infrastructure	Council is able to ensure the maintenance and development of the required infrastructure to sustain the services they currently provide. Integration of PSAB, ICSP and asset management principles can help continue infrastructure development.
Community Well-Being	Council is able to maintain a level of community wellbeing; however, there were issues in the following areas: <b>economics</b> (innovative economic development strategies to utilize the region's key assets), <b>environment</b> (educate people and encourage environmental protection), and <b>arts &amp; culture</b> (support local arts and cultural development)
Regional Cooperation	Increasing regional cooperation efforts can lead to more increased communication, viable governance structures and possibly reduced costs and increased service levels. Council could consider other forms of regional cooperation especially in the areas of <b>Service Delivery</b> and <b>Community Well-Being</b> .

## **2.2 Public Engagement**

“Community engagement refers to the process by which ‘community benefit organizations’ and individuals build ongoing, permanent relationships for the purpose of applying a collective vision for the benefit of a community”.<sup>5</sup>

Public consultation is a regulatory process by which the public input on matters affecting them is sought. Its main goals are in improving the efficiency, transparency and public involvement in large-scale projects or laws and policies. It usually involves notification to publicize the matter to be consulted on (a two-way flow of information and opinion exchange) as well as participation involving interest groups in the drafting of policy on legislation.<sup>6</sup>

For the purpose of this ICSP community engagement will deal with open consultations in public forums, and through newsletters and surveys with the citizens of Burin in order to seek their input on matters that directly or indirectly affect them and the sustainability of their town.

## **2.3 Asset Management**

The Town of Burin, as do many municipalities in the province, owns and operates millions of dollars worth of assets on behalf of its citizens. Many of these assets are more than half a century old, while others are comprised of modern potable water drinking systems.

The town has recently embarked on the following two initiatives in relation to assets management, with the aim of increased longevity and better service delivery to the citizens:

- PSAB – The town has recently accounted for all tangible capital assets under its control and have provided life expectancies for the same;
- RAMS – the town has partnered with four other towns on the Burin Peninsula, the Provincial government and a private sector firm to develop an online regional asset management system (RAMS).

### **2.3.1 PSAB Compliance**

The PSAB, or Public Sector Accounting Board, was founded in 1981 and is made up of senior government officials and experts in government financial reporting who serve without remuneration. This Board was formed to improve and harmonize the public sector accounting in Canada. This Board is responsible for setting standards and providing guidance for the reporting of financial and other performance information by the public sector. The town of Burin is part of this public sector and is required to meet PSAB guidelines, as Gas Tax Transfers are contingent upon this being done.

The town of Burin compiled a detailed list of its tangible capital assets. Incorporated in this list are the “hard to see assets” (i.e. storm sewers, underground pipes) which are included in the Tangible Capital Asset Details Report for the 2009 financial year dated May 2010.

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<sup>5</sup> Wikipedia

<sup>6</sup> Wikipedia

### **2.3.2 Regional Asset Management**

The town of Burin, in collaboration with the towns of Marystown, St. Lawrence, Grand Bank, and Fortune has taken a leadership role in the development of an “online” Regional Asset Management System (RAMS). Development of this system was co-funded by the five participating towns, the provincial government and a private sector business on the Burin Peninsula.

RAMS will enable municipal administrators, elected officials and the general public (if permitted) to input/view municipal asset information, submit and track applications, manage municipal zoning and development regulation information and establish proactive preventative maintenance schedules. RAMS contains full functionality to enable a town to meet the PSAB 3150 reporting obligations.

RAMS provides full “online” life cycle support for municipal data from the initial collection to processing to presentation, in the form of reports, maps, etc.

### **3.0 OUR COMMUNITY - OUR VISION**

In order to effectively move towards a sustainable community, it is important to determine our core values, which in turn will enable the community to formulate its vision. Once the vision is in place, the community can take a serious look at itself, per the self assessment section of this document, and determine the preferred course of action to achieve its vision.

#### **3.1 Community Sustainability Pillars**

Sustainability for many years has been thought of in a global context. For example we often hear of global warming, global economic markets, global population distribution, and so on. Burin is not of the opinion that accomplishing its goals will change the world; however there is a strong realization that global change will only occur a little at a time, where collectively individual community, such as Burin, initiatives will make a difference.

Normally development activities measure success in dollars and cents; sustainable communities use five measures of success, which include:

- Economic vitality
- Environmental integrity
- Social equity
- Cultural identity
- Governance

Achieving balance among these five elements is essential to success in developing a sustainable community.

Each of these will be discussed in more detail below, so future readers of this ICSP can have an appreciation of what each of these pillars means to Burin.

#### **Economic Vitality**

Economic vitality occurs when a community can create a vibrant, diverse economy that encourages self sufficiency, uses resource efficiency, and creates a platform so that future generations can create wealth.

An economically sustainable community would boost of meeting the following criteria:

- Provide opportunities to live, work, play, learn, for all citizens
- Strong jobs/housing balance
- Return on investment to all stakeholders of the community
- Collaborate with regional, state, and federal programs to recruit and grow employment base
- Attract businesses that support sustainability goals

#### **Environmental Integrity**

An environmentally sustainable community would operate with sound environmental stewardship principles. It would appreciate and recognizes the intrinsic values that the

environment can offer in improving the quality of life for its citizens. Community characteristics that promote environmental integrity include:

- Integration of natural and human systems to optimize long-term community health and well-being
- Understand and connect to bio-regional context - understand watershed and natural systems, leverage the site's natural systems, enhance natural drainage potential, plant native trees
- Integrate built infrastructure with natural systems, such as roads, trails and paths, utilities, and monitor drainage and water quality
- Promote “reduce, reuse, recycle”
- Establish a natural systems interpretation and education program
- Explore potential for reducing their carbon footprint and investigate the concept carbon trading
- Reduce dependency on the automobile

### **Social Equity**

Social equity deals with complex issues such as quality of life, health equity, liveability and social inclusion. The three components of social sustainability must be delivered in an equitable manner, where citizens have both the right and opportunity to participate at their individual levels. The basic components are basic needs, individual capacity and community capacity.

Basic needs of individuals in a sustainable community can be met through:

- Appropriate and affordable housing with flexibility to meet changing needs, housing that can accommodate both residents of varying income, housing that can meet the needs of those with special circumstances of all ages
- Appropriate, affordable and accessible health care, available in the community or within a reasonable commute distances
- Suitable sources of nutritious and affordable food
- Sufficient employment that that enable residents to be productive and utilizes their skills and abilities
- Sufficient income to enable residents to support themselves and their families
- Safe and healthy workplaces
- Safe community

Individual capacity in a sustainable community can be maintained and enhanced through by providing opportunities:

- to develop and upgrade skills
- for local employment, both in the community and within reasonable commute times
- to develop and make use of creative and artistic expression
- to participate in affordable formal and informal life learning
- to be involved in recreational programs and other leisure activities
- for individuals to contribute to the community

Community capacity can be maintained and enhanced by providing:

- Public processes
- Community economic development
- Community identity
- Interaction
- Venues and resources for the arts
- Structure for community organization

In summary, socially sustainable communities are vibrant, healthy, safe, inclusionary environments to live, work, and play, which target three key community ingredients: education, community programs, and amenities to be shared by all.

### **Cultural Identity**

Sustainable development is concerned not just with retaining local industries, services and resources, but also with a close connection to the cultural aspects of the community. Cultural elements of a community can be used as anchors for policy and planning efforts to ensure cultural resources are integrated as a pillar of sustainability.

Themes of cultural sustainability:

- *Globalization* – many citizens feel that culture needs to be protected from globalization and market forces as these forces dilute the individual cultural identity of a community. To address this sustainability discussions should focus on education, community development and locally based policies that are consistent with the cultural values of the community
- *Heritage Conservation* - common stream in any discussion on cultural sustainability and focuses on:
  - preserving heritage sites, practices and infrastructure from outside influences
  - revitalization and re-using heritage buildings for cultural facilities to create a sense of place and belonging
- *Indigenous Knowledge and Traditional Practices* – sustainability is linked to the “recovery” and protection of cultural health, history and indigenous knowledge. Story telling is often used to preserve indigenous knowledge and traditional practices through keeping memories alive and by offering lessons in effective actions
- *Community Cultural Development* – implies that grass root cultural activists, organizations and residents play a role in community decision making. Culture, as a development tool, creates discourse among the citizens, which in turn creates a collaborative atmosphere where the arts sector can forge partnerships with local governments, businesses, etc.
- *Arts, education, and youth* - The arts offer an opportunity to engage in collective, collaborative activities, and enable youth and the community to become more publicly involved and active in the political process
- *Planning* – a sustainable community recognizes the necessity of cultural capital. There is a need to show how culture can be integrated into existing community buildings and development plans. This requires community culture-based planning strategies that address civic identity, pride, youth, multiculturalism, poverty, and other aspects of communities today

## **Governance**

Responsibility for sustainability planning, with respect to creating vision and policy, for any municipality primarily falls on the shoulders of the elected officials, while operational management and service delivery primarily rests with the municipal work force.

Key characteristics of sustainable governance may be summarized as follows:

- Provides leadership and collaboration to enable community and citizens to be self sufficient
- Conducts governance and business for the benefit of the citizens as public servants
- Leads by example – projects represent sustainable development
- Council and staff provide basic needs of citizens and plan for future needs as required
- Citizens engaged and involved in creating community successes
- Public well informed and involved in the Council decision making process
- Citizen succession planning to become future leaders
- Active engagement in partnerships locally and externally to improve sustainability and local autonomy
- Voice and favourable influence with government, associations and related organizations
- Fiscal responsibility while provided needed community services
- Growth management policies addressing various development needs for our Town's future...<sup>7</sup>

There are many reasons why an individual stands for election to a municipal council and take on the responsibilities listed above. The reality in municipal governance is that no matter how fine tuned the operations sector of the municipal governance model is, there is still a strong requirement for volunteers to assist in event planning, committee work, etc. Sustainability planning, with respect to municipal governance, must ensure that the volunteer network in the community does not become burned out; that they are not placed in harms way, once hard decisions are made; and that they are supplied with personal development opportunities to enable them to carry out their responsibilities in professional manner.

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<sup>7</sup> Municipal Sustainability Plan – 2009, Version 09.04.03 Blackfalds, Alberta (Pommen Group – General Management Consultants)

### 3.2 Community Values

The municipality of Burin has a collective set of values which have been outlined in the Town’s Strategic Plan (2008-2011 Planning Cycle). These values are ideas and beliefs that we as a cohesive community hold true. As citizens, we are accountable to ourselves and each other to use these values to guide us in our daily lives. Our community values provide a strong foundation from which decisions can be made, which will enhance the sustainability of our town. Table 3.2 summarizes these values by the 5 sustainability pillars.

**Table 3.2: Community Values for the Town of Burin**

Area	Value
Cultural	We are committed to preserving, celebrating and sharing our past, and the proud history and the people of our town.
Economic	We value the economic vitality of our town and support the development of new and existing industries in the community so that we can continue to grow and prosper.
Environment	We cherish our clean drinking water and other natural resources and are committed to good stewardship and sound natural resource management for the benefit of our people.
Social	We are committed to ensuring the safety and protection of our community for the wholesome enjoyment of residents of all ages. Moreover, we are a generous and supportive community, always there to lend a hand and come forward to assist those in need.
Governance	We value and support the provision of excellent municipal services on behalf of our resident, and take pride in our record of service delivery. Furthermore, we believe in the principle of public accountability and providing services at the most reasonable and affordable rates possible

8

### 3.3 Community Vision

The community vision statement expresses what the town of Burin wants for itself for the future. As stated in the Town’s Strategic Plan, “the vision statement can be empowering and uplifting, while also being grounded in reality. What a vision statement is trying to achieve is to identify the kind of community people would ultimately like to achieve”. The following Vision Statement was developed by Burin participants in the Town’s Strategic Plan development workshop sessions.

*“We are continuously striving to become a caring, inclusive, and self-sufficient community that is eager to prosper and grow with a more viable and diverse economic base for the future.”*

<sup>8</sup> Town of Burin Strategic Plan, 2008-2011 Planning Cycle, facilitated By: JW Consulting Associates

## 4.0 GOALS AND ACTIONS

### 4.1 Summary Table

Table 4.1 represents a summary of the five sustainability planning pillars cross referenced to the various goals that have been adopted by the Burin.

**Table 4.1 Summary of the Sustainability Goals and Actions for the Town of Burin**

Section #	Goal	Pillar				
		Gov	Cult	Social	Econ	Envir
4.3	<b>Governance</b>					
4.3.1	Council will be Active, Dynamic and Diverse	P			A	
4.3.2	Professional Development and Training	P		A	A	
4.3.3	Residential development planning	P	A	A	A	
4.3.4	Town Hall and Fire Hall Developments	P		A		A
4.4	<b>Culture</b>					
4.4.1	Community Involvement in Cultural Development	A	P	A		
4.4.2	Cultural Projects and Events		P	A	A	
4.4.3	Heritage Preservation	A	P	A	A	A
4.5	<b>Social</b>					
4.5.1	Improved Recreational Programs and Social Services		A	P		A
4.5.3	Improved Community Communication			P	A	A
4.5.4	Increase Services for Senior Citizens	A	A	P		
4.6	<b>Economic</b>					
4.6.1	Economic Development Officer	A		A	P	
4.6.2	Economic Marketing Strategy	A		A	P	
4.7	<b>Environment</b>					
4.7.1	Water Management			A	A	P
4.7.2	5 Year Capital Works Plan	A		A		P
4.7.3	Upgrade Town Infrastructure			A	A	P
4.7.4	Waste Management	A		A	A	P

P = Primary area of responsibility

A = Associated area of responsibility

## 4.2 Definitions

The following definitions apply to the strategy tables, presented in subsequent sections of this plan, which define the goals and actions that Burin will implement to achieve sustainability.

<b>Definitions Summary</b>																	
<b>Term</b>	<b>Definition</b>																
Goal	A broad statement of what needs to be accomplished. This must be closely related to the community vision and development principles.																
Action	Tells what Burin will do to accomplish the goal and hence long term sustainability. Again this must be in compliance with the visions statement.																
Results	Tells what is intended to be accomplished by an action.																
Success Measures	Describes the quantity indicator to be employed to measure outcomes.																
Schedule	Describes when the action will be commenced and if there will be a recurrence on predefined frequency																
Lead Role	Indication of the primary body or responsible person to lead or undertake the required action.																
Budget	Any budgetary estimate that may be associated with the action item.																
Source	An indication of funding arrangements that will be implemented to ensure that the action item is completed.																
Gas Tax Outputs / Outcomes	Anticipated outputs and outcomes as per the Canada Newfoundland and Labrador Gas-Tax Agreement.																
	<table border="1"> <thead> <tr> <th>Project Outputs</th> <th>Outcomes</th> </tr> </thead> <tbody> <tr> <td>Community Energy System</td> <td>Cleaner Air</td> </tr> <tr> <td>Public Transit Infrastructure</td> <td>Cleaner Water</td> </tr> <tr> <td>Water Infrastructure</td> <td>Lower Greenhouse Gas Emissions</td> </tr> <tr> <td>Waste Water Infrastructure</td> <td></td> </tr> <tr> <td>Solid Waste</td> <td></td> </tr> <tr> <td>Local Roads and Bridges</td> <td></td> </tr> <tr> <td>Capacity Building</td> <td></td> </tr> </tbody> </table>	Project Outputs	Outcomes	Community Energy System	Cleaner Air	Public Transit Infrastructure	Cleaner Water	Water Infrastructure	Lower Greenhouse Gas Emissions	Waste Water Infrastructure		Solid Waste		Local Roads and Bridges		Capacity Building	
	Project Outputs	Outcomes															
	Community Energy System	Cleaner Air															
	Public Transit Infrastructure	Cleaner Water															
	Water Infrastructure	Lower Greenhouse Gas Emissions															
	Waste Water Infrastructure																
	Solid Waste																
Local Roads and Bridges																	
Capacity Building																	
Partners	Other agencies and organizations, both internal and external, that may play a role in completing an action																
Resource Material	Other plans, strategies, resource materials that may be referenced to assist in completing an action.																

### 4.3 Governance

#### 4.3.1 Council will be Active, Dynamic and Diverse

*Governance Goal # 1: Maintain an active and dynamic council made up of diverse members of the community*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Output/Outcomes	Benefits	Partners	Resource Materials
Develop Policy and Procedure Manuals	<ul style="list-style-type: none"> <li>• Hardcopy policy and procedure manuals</li> <li>• Clear statements of policies and expected procedures</li> <li>• Informed council and public on its existence and location for review</li> </ul>	Policy and procedure manual is approved by council	Annual review ↓ 2011-2016	Municipal administrators	\$20,000	GT	Capacity Building	Decisions can be made in an objective manner. Policies can be developed without referencing specific issues.	<ul style="list-style-type: none"> <li>• Citizens</li> <li>• Provincial Government</li> <li>• Other pertinent municipal organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal government model manual</li> <li>• Similar sized municipalities' manuals.</li> <li>• Previous policies and procedure manuals</li> <li>• Council meeting minutes</li> </ul>
Establish Committee Structure	<ul style="list-style-type: none"> <li>• Efficient municipal council</li> <li>• Established sub-committees supervise actions related to their committee (e.g. waste management, Infrastructure, Personnel and finances)</li> <li>• Council members are available to focus on other governance issues</li> </ul>	Sub-committees have at least 4 volunteer members	Annual review	Mayor/Deputy mayor ↓ Council ↓ Administrative clerk	minimal	OR	<ul style="list-style-type: none"> <li>• Capacity Building</li> <li>• Good governance</li> </ul>	Each committee can be resourced as required to deal with various town issues and will report to council at regular meetings, thereby making meetings more efficient.	<ul style="list-style-type: none"> <li>• Citizens</li> <li>• Provincial Government</li> <li>• PSAB</li> <li>• Waste Management Board</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Management strategy protocol (regional)</li> <li>• Municipal and provincial regulations</li> <li>• Provincial guidelines for cost sharing: re-infrastructure/ building, repair replacement</li> </ul>
Regularly solicit public input	<ul style="list-style-type: none"> <li>• Forum provided for citizens' input and feedback</li> <li>• Educated and informed public</li> <li>• New ideas can be generated</li> </ul>	Increase in public attendance to annual meeting	Every monthly council meeting	Municipal administrators	\$1000	OR	<ul style="list-style-type: none"> <li>• Capacity Building</li> <li>• Good governance</li> </ul>	Informed residents will have an increased interest and involvement rate in their community, which improves the success rate for many town initiatives.	<ul style="list-style-type: none"> <li>• Citizens</li> <li>• DMA</li> </ul>	<ul style="list-style-type: none"> <li>• MNL</li> <li>• Communication protocols for citizen polling/public meetings.</li> <li>• Council meeting minutes</li> </ul>
Develop and implement a 5 year Municipal Plan	<ul style="list-style-type: none"> <li>• Short and long term goals identified</li> <li>• Future needs will be provided for</li> <li>• Comprehensive action plan with realistic timelines</li> <li>• Attainable budget, identification of resources and funding</li> </ul>	Strategic plan is approved by Council	Immediate ↓ 6 months ↓ Annual review	Mayor ↓ Council ↓ Administrative staff	\$10 000 (plus annual review costs)	TBD	<ul style="list-style-type: none"> <li>• Capacity Building</li> <li>• Good governance</li> </ul>	The growing needs and aspirations of the town will be addressed and planned for, with well documented implementation procedures. Council can use this plan to ensure short term and long term goals are met	<ul style="list-style-type: none"> <li>• Town engineer</li> <li>• Citizens</li> <li>• Auditor</li> <li>• Steering and working municipal committees</li> <li>• SRDC</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Municipal town plan</li> <li>• Emergency Response Plan</li> <li>• ICSP</li> <li>• PSAB</li> <li>• RAMS</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- OR: Operating Revenue
- SRDC: Schooner Regional Development Board
- MNL: Municipalities of Newfoundland and Labrador
- DMA: Department of Municipal Affairs
- GT: Gas Tax

### 4.3 Governance

#### 4.3.2 Professional Development and Training

*Governance Goal #2: Promote and Provide professional development and training for staff, elected officials and volunteers*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Output/Outcomes	Benefits	Partners	Resource Materials
Budget, develop, and finalize professional training plan	<ul style="list-style-type: none"> <li>High quality programs are available to staff</li> <li>Informed, well-trained and more experienced staff</li> <li>Better decision making skills</li> <li>Employees engage in meeting training needs and goals</li> </ul>	Completion of annual training plan	Annually	Council	TBD	<ul style="list-style-type: none"> <li>MTFAP</li> <li>MTPSP</li> <li>OR</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building</li> <li>Good governance</li> </ul>	Council, staff and committee members will become more aware of governance models and realize their respective roles and responsibilities	<ul style="list-style-type: none"> <li>MNL</li> <li>MTDC</li> <li>SRDC</li> <li>DMA</li> </ul>	<ul style="list-style-type: none"> <li>Communiqués to officials</li> <li>List of courses available</li> <li>Applications for attendance of sessions/course</li> </ul>
Implement professional training plan	<ul style="list-style-type: none"> <li>Necessary personnel will become qualified in the following areas: Occupational Health &amp; Safety, Fire Fighting, WHMIS, First Aid</li> <li>Cross training between departments; adaptable staff</li> </ul>	All appointed/ elected officials will have completed MTDC sanctioned workshops and courses.	Annual review	Mayor ↓ Administrative clerk	TBD	<ul style="list-style-type: none"> <li>MTFAP</li> <li>MTPSP</li> <li>OR</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building</li> <li>Good governance</li> </ul>	Municipal staff will be well trained to meet the responsibilities assigned to them	<ul style="list-style-type: none"> <li>Municipalities of Newfoundland</li> <li>MTDC</li> <li>SRDC</li> <li>DMA</li> </ul>	<ul style="list-style-type: none"> <li>Manuals corresponding to courses</li> <li>WHMIS</li> <li>Fire fighting</li> <li>Occupational Health and Safety</li> <li>Crisis Intervention</li> <li>Emergency Disaster Planning</li> </ul>
Review and update orientation packages for new councilors	<ul style="list-style-type: none"> <li>Faster acclimation to new position</li> <li>Clear statement of expectations for councilors</li> <li>Quick access to resources for better decision making</li> </ul>	Complete document approved by council	Annual review	Town Manager	TBD	<ul style="list-style-type: none"> <li>MTFAP</li> <li>MTPSP</li> <li>OR</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building</li> </ul>	New councilors will be brought up to speed in a timely fashion following an election. More efficient council meetings.	<ul style="list-style-type: none"> <li>MNL</li> <li>MTDC</li> <li>DMA</li> </ul>	<ul style="list-style-type: none"> <li>orientation templates used in other organizations</li> <li>online resources</li> </ul>
Review and update clear terms of reference for committees	<ul style="list-style-type: none"> <li>Clearly states the roles of the committees and provides and outline of what duties are involved and expected outcome</li> </ul>	Terms of reference approved by council	Annual review	Councilors ↓ Administrative staff	TBD	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	The availability of a clear and concise document outlining the roles and expectations of each council committee will assist members with the proper operation of committee affairs	<ul style="list-style-type: none"> <li>MNL</li> <li>DMA</li> </ul>	<ul style="list-style-type: none"> <li>Online resources</li> <li>Previous terms of reference templates</li> </ul>

**ACRONYMS USED:**

- MTDC- Municipal Training and Development Corporation
- MTFAP- Matched Training Financial Assistance Program
- MTPSP- Municipal Training Partner Support Program
- OR: Operating Revenue
- WHMIS: Workplace Hazardous Materials Information Systems
- MNL: Municipalities of Newfoundland and Labrador
- TBD: To be determined
- DMA: Department of Municipal Affairs

### 4.3 Governance

#### 4.3.3 Residential Development Planning

*Governance Goal # 3: The Town of Burin will have approved 20-40 new residential building lots for development within the town before the end of 2011*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Output/Outcomes	Benefits	Partners	Resource Materials
Review Burin Land Use Plan and identify areas for new residential development	<ul style="list-style-type: none"> <li>council is aware of development potential</li> <li>identify if current plan is sustainable for new growth</li> <li>estimate number of new residential lots</li> </ul>	New residential lots approved by council	Present ↓ 2012	Town Planner ↓ Town Engineer	Minimal	OR	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	More residential development and redevelopment/ expansion of some existing home and properties	<ul style="list-style-type: none"> <li>Town Planner</li> <li>Town Engineer</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Strategic Plan</li> <li>ICSP</li> <li>RAMS</li> <li>PSAB</li> </ul>
Perform a Cost/Benefit Analysis associated with service provision to proposed residential neighborhoods	<ul style="list-style-type: none"> <li>Identify any gaps of service and take measures to address the issue</li> <li>Development of new budget to provide essential services</li> </ul>	Feasibility study completed of costs associated with development	Present ↓ 2012	Town Engineer	TBD	TBD	<ul style="list-style-type: none"> <li>Good Governance</li> </ul>	Town will undertake development with sound financial information thereby securing a better future for town with proper fiscal planning	<ul style="list-style-type: none"> <li>Town Planner</li> <li>Auditors</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Town Strategic Plan</li> <li>ICSP</li> <li>PSAB</li> </ul>
Design and implement communication and marketing campaigns to promote and encourage new residential development in town	<ul style="list-style-type: none"> <li>Inform the public of development opportunities</li> <li>Regional and Provincial marketing strategies to attract new residents</li> </ul>	Increase in residential building permits issued and expanded tax base	Present ↓ 2012	Town Council ↓ Administrative Staff	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Social sustainability</li> <li>Good Governance</li> </ul>	Actual and potential land owners encouraged to see the value of their land and properties	<ul style="list-style-type: none"> <li>Citizens</li> <li>Town Planner</li> </ul>	<ul style="list-style-type: none"> <li>Various Media; T.V., radio, website, surveys</li> <li>Social media sites</li> <li>Public forum surveys</li> </ul>

<u>ACRONYMS USED:</u>	
• ICSP:	Integrated Community Sustainability Plan
• PSAB:	Public Sector Accounting Board
• RAMS:	Regional Asset Management System
• TBD:	To be Determined
• OR:	Operating Revenue

### 4.3. Governance

#### 4.3.4 Town Hall and Fire Hall Developments

*Governance Goal #5: The Town of Burin will seek funding and carry out a feasibility study on the relocation of the fire hall and expansion of the Town Hall*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Budget for plan development and engineering drawings	<ul style="list-style-type: none"> <li>Monies identified and allocated for plan development</li> </ul>	Plan and engineering drawings completed	2010 ↓ 4 <sup>th</sup> Quarter 2013	Council ↓ Town Engineer	\$20,000	MCW	Capacity building	Responsible and accountable use of Municipal funds	<ul style="list-style-type: none"> <li>Town Financial advisor</li> <li>Town engineer/planner</li> </ul>	<ul style="list-style-type: none"> <li>Town's strategic plan</li> <li>Town's budget</li> <li>ICSP</li> <li>RAMS</li> </ul>
Explore options and cost analysis for completion of fire hall and town hall expansion	<ul style="list-style-type: none"> <li>Meetings with town engineers</li> <li>Cost/Benefit Analysis</li> <li>Proposed sites</li> </ul>	Cost analysis and options explored	2010 ↓ 4 <sup>th</sup> Quarter 2013	Council ↓ Administrative Staff	Minimal	OR	Capacity building	A realistic budget can be devised and expansion plans will be developed using the allocated funds	<ul style="list-style-type: none"> <li>Town engineer</li> <li>Private consultants</li> </ul>	<ul style="list-style-type: none"> <li>Town's strategic plan</li> <li>ICSP</li> <li>RAMS</li> <li>Town Budget</li> </ul>
Identify alternative funding for expansion initiative	<ul style="list-style-type: none"> <li>Green Municipal Fund explored for environmentally, economically and socially sustainable projects</li> <li>Capital fund sources explored</li> <li>Government funding explored</li> </ul>	Funding from government and/or other agencies approved	2010 ↓ 4 <sup>th</sup> Quarter 2013	Town manager ↓ Planning and development committee	Minimal	CSP	Capacity building	Offsetting Municipal costs with external funding from government agencies will provide high quality, energy efficient building materials and consultant services that may not otherwise be affordable to the Town.	<ul style="list-style-type: none"> <li>Financial consultants</li> <li>FCM</li> <li>Government agencies</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>MRIF guidelines</li> <li>Town's budget</li> <li>ICSP</li> </ul>
Develop and Implement expansion/relocation plans	<ul style="list-style-type: none"> <li>Expanded municipal facilities and office space for staff</li> <li>Improved and expanded fire service for the region</li> <li>Increased participation in volunteer fire department</li> <li>Improved retention rates among existing fire fighters</li> </ul>	Construction of a more functional fire hall and Town Hall expansion completed as planned	2010 ↓ 4 <sup>th</sup> Quarter 2013	Council	TBD	TBD	Capacity building	Better performance and increased municipal service delivery from the expansion of the Town Hall; Improved fire protection service capacity and better recruitment and retention levels of fire fighters due to an upgraded and modern Fire Hall	<ul style="list-style-type: none"> <li>Administrative staff</li> <li>Consultants and contractors</li> <li>Town engineer</li> </ul>	<ul style="list-style-type: none"> <li>Proposal writing guidelines</li> <li>ICSP</li> <li>Town's budget</li> <li>RAMS</li> <li>Municipal Strategic Plan</li> <li>Municipality's Act '99</li> <li>Proposal</li> </ul>

ACRONYMS USED:

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- MRIF: Municipal Rural Infrastructure Fund
- FCM: Federation of Canadian Municipalities

## 4.4 Culture

### 4.4.1 Community Involvement in Cultural Development

*Goal # 1: Council will work to promote and support a wide range of cultural programs and initiatives which reflect Burin's unique history, culture, and successes*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Output/Outcomes	Benefits	Partners	Resource Materials
Recruit volunteer groups to assist in the development of cultural programs to meet the needs of the Town's residents	<ul style="list-style-type: none"> <li>Programs developed by the people who will use them</li> <li>Community involvement</li> <li>Improved communication between council and residents</li> </ul>	Annual increase in the number and age diversity of the town's volunteer base	Ongoing	Council ↓ Administrative staff	Minimal	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good Governance</li> </ul>	There will be a visible and measurable increase in programs and service utilization by residents. Citizens will have more interest in their community when they are more involved in the processes.	<ul style="list-style-type: none"> <li>Citizens</li> <li>Recreation director</li> <li>Heritage society</li> </ul>	<ul style="list-style-type: none"> <li>Municipal town plan</li> <li>ICSP</li> <li>PSAB</li> </ul>
Design and develop cultural facilities/programs (e.g. regional performance venue)	<ul style="list-style-type: none"> <li>Input from citizens to identify needs and wants</li> <li>Designs that meet the desires of the citizens</li> <li>Infrastructure that attracts the public and programs that utilizes the facilities</li> </ul>	new cultural facility design approved by council	Ongoing ↓ 2011-2016	Council ↓ Administrative staff	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	Cultural infrastructure not only helps preserve local heritage but also serves to promote the history and attract tourism to the region.	<ul style="list-style-type: none"> <li>Town planner</li> <li>Town engineer</li> <li>Citizens</li> </ul>	<ul style="list-style-type: none"> <li>RAMS</li> <li>Municipal town plan</li> <li>ICSP</li> <li>PSAB</li> </ul>
Creation of a cultural committee	<ul style="list-style-type: none"> <li>Responsible for organizing cultural events</li> <li>Addresses any community concerns regarding cultural programs/events/initiatives</li> </ul>	Standing committee is formed and members are appointed	Present, Ongoing	Council ↓ BHTA	TBD	TBD	<ul style="list-style-type: none"> <li>Good governance</li> <li>Capacity building</li> </ul>	A committee dedicated to the cultural identity of the community will ensure that the area's heritage is preserved and celebrated	<ul style="list-style-type: none"> <li>Town manager</li> <li>Community/church groups</li> <li>Volunteers</li> </ul>	
Continue to support projects/events which will celebrate the heritage and culture of the Town of Burin	<ul style="list-style-type: none"> <li>One major event is developed every 5 years</li> <li>Projects/events have high citizen involvement in the design and execution phases</li> <li>Increase of volunteer base during events/projects</li> <li>Identification of funding sources</li> </ul>	Date is established for major event; funding is approved	Present ↓ 5 years ↓ Ongoing	BHTA	TBD	TBD	<ul style="list-style-type: none"> <li>Good governance</li> <li>Capacity building</li> </ul>	Community Pride increases when structured events celebrate the uniqueness of the town's culture. Citizens will take an active role in ensuring its success	<ul style="list-style-type: none"> <li>Community groups/committees</li> <li>Town planner</li> <li>Volunteers</li> <li>HRTA</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>Heritage documents</li> <li>PSAB</li> <li>RAMS</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- TBD: To Be Determined
- HRTA: Heritage Run Tourism Association
- BHTA: Burin Heritage Tourism Association

## 4.4 Culture

### 4.4.2 Heritage Preservation

*Culture Goal #2: Council will work towards cultural sustainability through the collection of local history and the continued preservation of heritage areas*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Develop a list of properties for potential heritage designation and collaborate with property owners (ie. Provide them with a tax incentive)	<ul style="list-style-type: none"> <li>Heritage properties identified</li> <li>Traditional land use areas are identified (i.e. historic fishing stages, historic trails)</li> <li>Application for Nationally recognized heritage areas</li> </ul>	Property owners participate; Applications for nationally recognized heritage areas are approved	3 months ↓ 2014	Town Council ↓ Administrative Staff	TBD	TBD	<ul style="list-style-type: none"> <li>Good governance</li> </ul>	Heritage areas not only help preserve historical sites but also serve to promote the history and attract tourism to the region.	<ul style="list-style-type: none"> <li>Heritage society</li> <li>Community groups</li> <li>Volunteers</li> <li>Citizens</li> <li>HRTA</li> <li>BHTA</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>RAMS</li> <li>Municipalities Act '99</li> <li>PSAB</li> <li>Strategic Plan</li> <li>Town of Burin Heritage Society Charter</li> </ul>
Preserve traditional cultural landscapes and sites (i.e. tidal wave memorial site)	<ul style="list-style-type: none"> <li>Heritage buildings are maintained and preserved</li> <li>Heritage areas are nationally protected</li> <li>Engage public in the stewardship of heritage areas</li> </ul>	Establishment of volunteer stewardship committee	Present ↓ Ongoing ↓ Annual assessment	Council ↓ Administrative staff	TBD	OR	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> <li>Lower energy consumption</li> <li>Cleaner air</li> </ul>	Heritage properties and buildings will be protected against degradation.	<ul style="list-style-type: none"> <li>Heritage society</li> <li>Community groups</li> <li>Volunteers</li> <li>Citizens</li> <li>HRTA</li> <li>BHTA</li> </ul>	<ul style="list-style-type: none"> <li>Heritage documents</li> <li>ICSP</li> <li>PSAB</li> <li>RAMS</li> </ul>
Preserve oral history (i.e. stories, songs) as well as archive documents (i.e. writings, photographs) through interviewing citizens	<ul style="list-style-type: none"> <li>Easily accessible archived copies of Burin's stories, songs available</li> <li>Proper conservation of existing historical documents</li> <li>Citizens involved in the preservation of their history</li> </ul>	Creation of a town archive	Present ↓ Ongoing	Council ↓ Administrative staff	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	Intangible history is preserved for future generations to discover and enjoy.	<ul style="list-style-type: none"> <li>Heritage society</li> <li>Citizens (authors, musicians, storytellers, historians)</li> <li>volunteers</li> <li>HRTA</li> <li>BHTA</li> </ul>	<ul style="list-style-type: none"> <li>Archival music, stories, tapes, photos</li> <li>ICSP</li> <li>Citizens memories, heirlooms etc..</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- TBD: To Be Determined
- HRTA: Heritage Run Tourism Association
- OR: Operational Revenue
- BHTA: Burin Heritage Tourism Association

## 4.5 Social

### 4.5.1 Improved Recreational Programs and Social Services

*Social Goal #1: The Town of Burin will ensure that its recreational programs and community-based activities meet all of its citizens needs*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benfits	Partners	Resource Materials
Complete a thorough review of current recreation programs and community-based activities	<ul style="list-style-type: none"> <li>Strengths and weaknesses of current programs clearly identified</li> <li>Identifies any imbalance in available activities (i.e. competitive sports vs. leisure activities)</li> <li>Inventive ideas for new recreational programs</li> </ul>	Overall increase in the number of new community based programs and activities	Present ↓ 3 <sup>rd</sup> Quarter, 2012	Council ↓ Recreation Commission	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Lower greenhouse gas emissions</li> </ul>	Greater diversity of the town's recreational programs invites everyone in the community to get involved and become active, leading to healthier living and improved well-being.	<ul style="list-style-type: none"> <li>Recreation director</li> <li>Town engineer</li> <li>Citizens</li> </ul>	<ul style="list-style-type: none"> <li>Recreation policy and procedure book</li> <li>ICSP</li> <li>Burin strategic plan</li> <li>PSAB guidelines</li> <li>RAMS</li> <li>Municipal budget</li> </ul>
Audit all recreational equipment and facilities (including public playgrounds, fields, trails, open spaces, "tot lots" and other recreational facilities)	<ul style="list-style-type: none"> <li>Current condition of sites, equipment, and structures is recorded</li> <li>Basis for future maintenance schedules</li> <li>Incrementally improve recreational facilities and equipment</li> </ul>	Recommendations for improvements, new site locations, and upgrades put forth	Present ↓ 2012	Town Manager ↓ Recreation Commission	TBD	TBD	<ul style="list-style-type: none"> <li>Lower greenhouse gas emissions</li> <li>Cleaner air</li> <li>Good governance</li> </ul>	Access to facilities and programs encourages a healthy and socially active lifestyle and improves overall well-being of the community.	<ul style="list-style-type: none"> <li>Recreation director</li> <li>Town engineer</li> <li>Citizens</li> </ul>	<ul style="list-style-type: none"> <li>Recreation policy and procedure book</li> <li>PSAB</li> <li>RAMS</li> </ul>
Appoint a member of the senior's club as a liaison to the recreation commission	<ul style="list-style-type: none"> <li>Active living programs tailored for seniors that meet their desires and interests, and are accessible to all fitness levels</li> </ul>	Liaison appointed	2012	Council ↓ Recreation Commission	Minimal	OR	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	Senior citizens will become more engaged and physically active, with appropriately planned activities and programs	<ul style="list-style-type: none"> <li>Senior citizens</li> <li>Recreation commission</li> <li>Recreation director</li> </ul>	<ul style="list-style-type: none"> <li>By-laws</li> <li>Recreation commission</li> <li>ICSP</li> <li>Active Living Healthy Aging Project Documents</li> </ul>
Encourage more residents to become actively involved in volunteering	<ul style="list-style-type: none"> <li>Establishment of strong and vibrant volunteer base</li> <li>Annual volunteer recognition event</li> </ul>	40% Increase in the number of volunteers in community based programming	Ongoing	Council ↓ Recreation Commission	Minimal, TBD	OR	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	With a strong volunteer base, more events, initiatives and services have a greater chance of success.	<ul style="list-style-type: none"> <li>Citizens</li> <li>Recreation director</li> <li>Heritage society</li> </ul>	<ul style="list-style-type: none"> <li>Municipal town plan</li> <li>ICSP</li> <li>PSAB</li> </ul>
Devise means to better utilize summer student employees to become involved in a more diverse summer activity program	<ul style="list-style-type: none"> <li>Creation of a youth group to run a program "designed by youth – for the youth"</li> <li>Enhanced summer recreational programming</li> </ul>	50% increase in participation levels among youth	2011 ↓ ongoing	Recreation Commission ↓ Director of public works	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	Assisting with the management of the recreation programs will engage the area's youth and strengthen the sense of community pride	<ul style="list-style-type: none"> <li>Recreation director</li> <li>Students</li> <li>Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Recreation policy and procedure book</li> <li>Municipal town plan</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- TBD: To Be Determined
- OR: Operating Revenue

## 4.5 Social

### 4.5.2 Improved Community Communication

*Social Goal #2: The Town of Burin will improve upon the methods of communication with the public*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Update the town website to include a page for “News” and keep regular updates of current municipal activities, events and important public information	<ul style="list-style-type: none"> <li>Well-informed public; reach several demographics at once</li> <li>Advertise town events, public meetings, fundraising events, etc...</li> </ul>	Measurable increase in website traffic	Ongoing Assessment	Administrative Staff	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	Citizens will utilize town’s website to become informed as to town event and council business, improving community awareness	<ul style="list-style-type: none"> <li>Town web site administrator</li> <li>Municipal partners</li> <li>Town public relations person</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>Internet</li> <li>Town website</li> <li>Blog</li> <li>Town’s policy and procedure manual on communication</li> </ul>
Utilize various forms of public media (i.e. interactive website, radio/TV ads, social network sites) to solicit input from its citizens	<ul style="list-style-type: none"> <li>Increased citizen awareness of municipal actions</li> <li>Platforms for residents to provide input on issues put before council</li> <li>Increased public involvement</li> </ul>	Quarterly updates to the public	present ↓ Quarterly, ongoing	Administrative Staff	TBD	TBD	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> </ul>	By engaging citizens in this manner they will be encouraged to be part of the process of ensuring Burin’s short and long term sustainability	<ul style="list-style-type: none"> <li>Town web site administrator</li> <li>Citizens</li> <li>Town public relations person</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>Mass media</li> <li>Internet</li> <li>Flyers</li> <li>Survey questionnaire</li> </ul>
Encourage open, courteous and transparent communication among council, staff members, volunteers, and the public (i.e. creation of a community blog)	<ul style="list-style-type: none"> <li>Well defined lines of interaction, trouble shooting and problem solving established</li> <li>Strengthens municipal community relations</li> </ul>	20% increase in public involvement	Present ↓ Annual Reassessment	Council	Minimal	OR	<ul style="list-style-type: none"> <li>Capacity Building</li> <li>Good governance</li> </ul>	Improved communication and community spirit	<ul style="list-style-type: none"> <li>Administrative staff</li> <li>Community volunteers</li> <li>General Public</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>Town’s policy and procedure manual on communication</li> <li>Monthly meeting minutes</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- TBD: To Be Determined
- OR: Operating Revenue

## 4.5 Social

### 4.5.3 Increase Services for Senior Citizens

*Social Goal # 3: The Town of Burin will complete work on the viability of a full service senior's home*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Output/Outcomes	Benefits	Partners	Resource Materials
Develop a detailed terms of reference relating to study completion	<ul style="list-style-type: none"> <li>Clearly states the nature of the study and provides an outline of what information is needed (i.e. capacity of proposed site, possibility of future expansion)</li> </ul>	Terms of reference circulated to interested parties	2013	Council ↓ Administrative staff	Minimal	TBD	Good governance	Council and interested parties are fully informed of what is necessary to build a successful development plan that meets the needs of its seniors	<ul style="list-style-type: none"> <li>Town Engineer/consultant</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>Town Strategic Plan</li> <li>ICSP</li> <li>Tender documents</li> <li>RAMS</li> </ul>
Prepare a 'request for proposal' for a feasibility study into the creation of a seniors' home	<ul style="list-style-type: none"> <li>Attracts interested consultants</li> <li>Informs the public of the town's intentions for development</li> </ul>	Request for proposal published	2013	Council ↓ Administrative staff	Minimal	TBD	<ul style="list-style-type: none"> <li>Good governance</li> <li>Social sustainability</li> </ul>	Attracts qualified consultants to perform an in-depth study and provided council with reliable data to make informed decisions	<ul style="list-style-type: none"> <li>Financial Planner</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>Town Strategic Plan</li> <li>ICSP</li> <li>RAMS</li> <li>PSAB</li> </ul>
Contract a consultant to perform the feasibility study	<ul style="list-style-type: none"> <li>Location of proposed site identified</li> <li>Cost/Benefit Analysis of proposed senior's home</li> <li>Successes and Conflicts for the proposed plan are identified</li> </ul>	Feasibility study will be completed	2013	Council ↓ Administrative staff	\$15,000	TBD	Good governance	Town will use results of feasibility study to move forward with development of seniors' home	<ul style="list-style-type: none"> <li>Town Engineer/consultant</li> </ul>	<ul style="list-style-type: none"> <li>Town Strategic Plan</li> <li>ICSP</li> <li>Tender Documents</li> <li>PSAB</li> <li>Municipalities Act '99</li> </ul>
Pursue opportunities for discussion with seniors' home developers and operators	<ul style="list-style-type: none"> <li>Determination made re level of business' interest in developing seniors' home</li> </ul>	Expression of interest by more than one business developer	2013	Town Council ↓ Administrative staff	TBD	TBD	Capacity building		<ul style="list-style-type: none"> <li>Town Planner/Engineer</li> <li>Seniors</li> <li>Business Community</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>Town Strategic Plan</li> <li>ICSP</li> <li>PSAB</li> <li>RAMS</li> <li>Tender Documents</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- RAMS: Regional Asset Management System
- PSAB: Public Sector Accounting Board
- TBD: To Be Determined
- OR: Operating Revenue
- SRDC: Schooner Regional Development Corporation

## 4.6 Economic

### 4.6.1 Economic Development Officer

*Economy Goal #1: The Town of Burin will investigate the feasibility of securing federal and/or other funding for the hiring of an Economic Officer for the town*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Conduct research into process of acquiring funding to hire an Economic Officer	<ul style="list-style-type: none"> <li>Demonstrate council's eagerness and willingness to be proactive in economic development</li> <li>learn from other councils</li> </ul>	Funding located	2 <sup>nd</sup> Quarter, 2012	Town Manager ↓ Private Consultants	TBD	TBD	<ul style="list-style-type: none"> <li>Good governance</li> <li>Capacity building</li> </ul>	Sharing knowledge helps municipal governments expand their skills and experiences, providing them with confidence to manage their communities and plan for economic stability.	<ul style="list-style-type: none"> <li>Other municipalities</li> <li>Consultant</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan</li> <li>ICSP</li> <li>PSAB</li> <li>Other town's research papers</li> </ul>
Develop a detailed "Terms of Reference" for the position	<ul style="list-style-type: none"> <li>Clearly states the nature of the position and provides an outline of what duties are involved and expected outcomes</li> </ul>	Detailed terms of reference submitted to funding agencies	2 <sup>nd</sup> Quarter, 2012	Private consultants	TBD	TBD	<ul style="list-style-type: none"> <li>Good governance</li> <li>Capacity building</li> </ul>	Expanded commercial tax base and increased revenues	<ul style="list-style-type: none"> <li>Consultant</li> <li>SRDC</li> <li>Town Manager</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan</li> <li>ICSP</li> <li>Other town's terms of reference materials</li> </ul>
Complete the application process and lobby local, provincial and federal agencies to assist by supporting initiative	<ul style="list-style-type: none"> <li>More direct contact with business communities</li> <li>Increase in new business start ups in town</li> </ul>	Funding approved for Economic Officer position	2 <sup>nd</sup> Quarter, 2012	Town Manager ↓ Council	TBD	TBD	<ul style="list-style-type: none"> <li>Good governance</li> <li>Capacity building</li> </ul>	High satisfaction ratings among business community with fewer business operators leaving town or closing business	<ul style="list-style-type: none"> <li>Consultant</li> <li>Citizens</li> <li>SRDC</li> </ul>	<ul style="list-style-type: none"> <li>Applications for funding</li> <li>Applications for funding</li> <li>Strategic Plan</li> <li>ICSP</li> </ul>

**ACRONYMS USED:**

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- TBD: To Be Determined
- SRDC: Schooner Regional Development Corporation

## 4.6 Economic

### 4.6.2 Economic Marketing Strategy

*Economy Goal #2: Develop and implement a marketing strategy to promote Burin as a viable economic region and encourage establishment of new businesses and residents*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Seek funding to hire marketing consultant/designer	<ul style="list-style-type: none"> <li>Locate funding</li> <li>Professional marketing tools</li> <li>Identifies most economical methods to achieve goals</li> <li>Consultant/designer to provide guidance on the implementation of a far-reaching marketing plan</li> </ul>	Funding approved to hire marketing consultant/designer	2011 ↓ 2-3 months	Town manager	TBD	TBD	Capacity building	Utilizing a professional marketing designer or consultant will provide the town with current marketing advice and tools to ensure a successful marketing campaign	<ul style="list-style-type: none"> <li>ACOA</li> <li>SRDC</li> <li>Town planner</li> </ul>	
Design a marketing strategy aimed at target audience for the purpose of attracting them to set up residence/business in Burin	<ul style="list-style-type: none"> <li>Identifies target demographic audience</li> <li>Inventory of town's unique assets, services and economic vitality</li> <li>Brainstorming marketing ideas</li> <li>Identifies media platforms to promote marketing strategy</li> </ul>	Marketing strategy is approved by council	2011 ↓ Reassess as needed	Town manager ↓ Marketing consultant/designer	TBD	TBD	Capacity building	Decrease in tax base as direct outcome of increase in number of young families settling, new businesses being established in Burin and tourists visiting community	<ul style="list-style-type: none"> <li>Town planner</li> <li>SRDC</li> <li>CBDC</li> </ul>	<ul style="list-style-type: none"> <li>Town's strategic plan</li> <li>RAMS</li> <li>ICSP</li> <li>PSAB guidelines</li> <li>Heritage society manual</li> <li>Target market research analysis documents</li> </ul>
Implement the marketing strategy using the most effective media platform for the target audience	<ul style="list-style-type: none"> <li>Branding, slogan</li> <li>Marketing/tourism website separate from municipal website</li> <li>Advertising campaign</li> </ul>	10% increase in local economy over 5 years	2012, 6 months ↓ Reassess annually	Town manager ↓ Administrative staff	TBD	TBD	Capacity building	Using various forms of media and social networks allows the town to reach a diverse cross-section of the residential and commercial population	<ul style="list-style-type: none"> <li>Marketing consultant</li> <li>Town planner</li> <li>SRDC</li> <li>CBDC</li> </ul>	<ul style="list-style-type: none"> <li>Market research analysis documents</li> <li>ICSP</li> <li>PSAB</li> <li>Flyers</li> <li>Ads re radio</li> <li>Social networking sites</li> </ul>

<sup>9</sup> Reference town's strategic plan

#### ACRONYMS USED

- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- ICSP: Integrated Community Sustainability Plan
- SRDC: Schooner Regional Development Corporation
- CBDC: Community Business Development Corporation
- ACOA: Atlantic Canada Opportunities Agency
- TBD: To Be Determined

## 4.7 Environment

### 4.7.1 Water Management

*Environmental Goal #1: The Town of Burin will complete work on upgrading the water system in Long Pond.*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Through consultations with engineers, perform an assessment to determine the scale of the project	<ul style="list-style-type: none"> <li>• Cost/Benefit analysis</li> <li>• Analysis of current system</li> <li>• Rough outline of tasks, prioritized</li> <li>• Draft realistic time line</li> </ul>	Cost analysis complete and draft schedule approved by council	August 2011	Council ↓ Town engineers	TBD	TBD	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Cleaner water</li> </ul>	Work will be completed in a cost-effective and efficient manner	<ul style="list-style-type: none"> <li>• Town engineers</li> <li>• Town planner</li> </ul>	<ul style="list-style-type: none"> <li>• ICSP</li> <li>• Town Budget</li> <li>• RAMS</li> <li>• Towns strategic plan</li> <li>• PSAB</li> <li>• Upgrade plans</li> <li>• MRIF guidelines</li> </ul>
Develop detailed terms of reference and complete tender calls	<ul style="list-style-type: none"> <li>• Clearly states the nature of the project and provides an outline of what tasks are involved and expected outcomes</li> </ul>	Detailed terms of reference and tenders are published in provincial newspapers	August 2011	Council ↓ Town Engineers	TBD	TBD	<ul style="list-style-type: none"> <li>• Capacity building</li> </ul>	Improved infrastructure and safe guards for residents and business operators	<ul style="list-style-type: none"> <li>• Town engineer</li> <li>• Town planner</li> <li>• Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Tender documents</li> <li>• Tendering Act</li> <li>• ICSP</li> <li>• Newspaper/Radio</li> <li>• Town's website</li> </ul>
Award contract as approved by council	<ul style="list-style-type: none"> <li>• Upgrades to system</li> <li>• Upgrades to infrastructure</li> <li>• Improvement to water quality</li> </ul>	Expanded water capacity and improvements to quality	August 2011 ↓ 2012	Council ↓ Administrative Staff	TBD	TBD	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Cleaner water</li> </ul>	Testing results of completed work will show improvement to water quality and safe drinking supply	<ul style="list-style-type: none"> <li>• Town engineer</li> <li>• Contractors</li> <li>• EHO re: water quality</li> </ul>	<ul style="list-style-type: none"> <li>• Tender documents</li> <li>• Engineer's report</li> <li>• Water test results</li> <li>• ICSP</li> </ul>

10

#### ACRONYMS USED:

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- MRIF: Municipal Rural Infrastructure Fund
- EHO: Environmental Health Officer
- TBD: To Be Determined

<sup>10</sup> Reference Town's strategic plan

## 4.7 Environment

### 4.7.2 5 year Capital Works Plan

*Environmental Goal #2: Council will draft a 5 year Capital Works Plan to ensure sufficient planning is in place for current and future upgrades to the town infrastructure*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Develop 5 year municipal capital works plan	<ul style="list-style-type: none"> <li>• Cost/Benefit Analysis</li> <li>• Planning for new infrastructure, and the creation of green spaces (i.e. parks)</li> <li>• Strategy plan for future development areas</li> <li>• contingency plan for unexpected projects</li> <li>• prioritize currently degrading infrastructure</li> </ul>	10 year capital works plan is approved by council	1 <sup>st</sup> Quarter 2012 ↓ 12 months	Council ↓ Public Works Committee	\$50 000	CWF MCWP	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Cleaner air</li> <li>• Cleaner water</li> <li>• Lower gas emissions</li> </ul>	Use of plan by Town of Burin to ensure its short and long term goals are met	<ul style="list-style-type: none"> <li>• Town planner</li> <li>• Town engineer</li> <li>• Citizens</li> </ul>	<ul style="list-style-type: none"> <li>• ICSP</li> <li>• Town's strategic plan</li> <li>• RAMS</li> <li>• PSAB guidelines</li> <li>• RWMS</li> <li>• Town budget</li> </ul>
Implement Capital Works Plan	<ul style="list-style-type: none"> <li>• Allocation of budgeted funds: purchase/recovery of resources materials</li> <li>• Commencement of scheduled projects</li> </ul>	80% of the projects are completed on schedule and on budget	2013 ↓ Ongoing, next 5 years	Public Works Committee	TBD	TBD	<ul style="list-style-type: none"> <li>• Cleaner air</li> <li>• Cleaner water</li> <li>• Reduction of greenhouse gas emissions</li> </ul>	Through the recovery of building materials (i.e. Recycling concrete, steel, copper pipes etc.), budget costs are reduced and environmental practices are implemented by diverting material from the landfill.	<ul style="list-style-type: none"> <li>• Private contractors</li> </ul>	<ul style="list-style-type: none"> <li>• ICSP</li> <li>• Capital Works Plan</li> <li>• PSAB</li> </ul>

**ACRONYMS USED:**

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- RWMS: Regional Waste Management Strategy
- TBD: To Be Determined
- CWF: Capital Works Funds
- MCWP: Municipal Capital Works Program

## 4.7 Environment

### 4.7.3 Upgrade Town Infrastructure

*Environmental Goal #3: The Town of Burin will continue to maintain and upgrade existing municipal infrastructure*

Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
extend water and sewer service for future residential and commercial development	<ul style="list-style-type: none"> <li>All areas of the town have equal access to basic water and sewer services</li> <li>Encourages new housing/business projects</li> </ul>	Extension of services are complete	2011 ↓ 2016	Town manager ↓ Town Engineer	TBD	CWF CSP	<ul style="list-style-type: none"> <li>Capacity building</li> <li>Good governance</li> <li>Cleaner water</li> <li>Cleaner air</li> </ul>	A full service division is more attractive to prospective land buyers. New residential and commercial building projects will increase the municipal tax base.	<ul style="list-style-type: none"> <li>Private contractors</li> <li>DEC</li> <li>Town engineer</li> <li>Town planner</li> </ul>	<ul style="list-style-type: none"> <li>RWMS</li> <li>Capital works plan</li> <li>PSAB</li> <li>ICSP</li> </ul>
survey all town roads to reassess condition of asphalt	<ul style="list-style-type: none"> <li>Age and condition recorded</li> <li>schedule for maintenance</li> </ul>	Maintenance schedule approved by council	Present ↓ Ongoing	Town manager ↓ Town Engineer	TBD	CWF CSP	<ul style="list-style-type: none"> <li>Cleaner water</li> <li>Cleaner air</li> <li>Lower GHG emissions</li> </ul>	Planned projects achieved in an economically responsible socially aware and environmentally sustainable manner	<ul style="list-style-type: none"> <li>Town engineer</li> <li>Town planner</li> <li>Municipal sub-committees</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>RAMS</li> <li>Town's strategic plan</li> <li>PSAB guidelines</li> <li>RWMP</li> </ul>
survey all town's lift stations to assess condition	<ul style="list-style-type: none"> <li>Compliance with PSAB regulations</li> <li>Age and condition recorded</li> <li>schedule for maintenance</li> </ul>	All lift stations are surveyed	2011 ↓ ongoing	Town manager ↓ Town Engineer	TBD	CWF CSP	<ul style="list-style-type: none"> <li>Cleaner water</li> <li>Cleaner air</li> <li>Lower GHG emissions</li> </ul>	Regular audits of town infrastructure are a proactive method of maintaining capital assets.	<ul style="list-style-type: none"> <li>Town engineer</li> <li>Town planner</li> <li>Contractors</li> </ul>	
Paving of Greenhill Crescent Phase 1	<ul style="list-style-type: none"> <li>Less damage to roads</li> <li>Lower maintenance cost (i.e. grading)</li> <li>Equal service to all areas</li> </ul>	Phase 1 is completed on schedule	3 <sup>rd</sup> Quarter, 2011	Town manager ↓ Town Engineer	TBD	CWF CSP	<ul style="list-style-type: none"> <li>Good governance</li> <li>Lower GHG emissions</li> </ul>	Citizen satisfaction with enhances municipal services	<ul style="list-style-type: none"> <li>Town engineer</li> <li>Town planner</li> <li>Contractors</li> </ul>	<ul style="list-style-type: none"> <li>PSAB</li> <li>ICSP</li> <li>RAMS</li> </ul>

#### ACRONYMS USED:

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- RWMP: Regional Waste Management Plan
- CWF: Capital Works Funding
- CSP: Cost Sharing Program
- GHG: Greenhouse Gas
- TBD: To Be Determined

## 4.7 Environmental Goals

### 4.7.4 Waste Management

<i>Environmental Goal #4: The town will promote and follow sound municipal waste management practices</i>										
Actions	Results	Success Measures	Schedule	Lead Role	Cost	Source	Gas Tax Outputs/ Outcomes	Benefits	Partners	Resource Materials
Develop and implement a strategic plan for the management of outfall pipes	<ul style="list-style-type: none"> <li>Monitoring and maintenance schedule of existing infrastructure</li> <li>Monitoring of receiving waters to ensure proper environmental safeguards are in place</li> <li>Ensuring proper signage to alert the public in areas where recreational use of beaches and receiving waters may occur.</li> </ul>	all outfall pipes are assessed and meet Provincial standards	3 mon2014ths	Council ↓ Administrative Clerk	\$ 30 000 ↓ \$ 20 000 Annually	TBD	<ul style="list-style-type: none"> <li>Wastewater Infrastructure</li> <li>Cleaner water</li> </ul>	Grand Bank will be viewed by visitors and neighboring townships as an environmentally responsible community through the initiatives it takes to lessen environmental impacts and health risks in their municipality.	<ul style="list-style-type: none"> <li>Town Engineer</li> <li>Town Manager</li> </ul>	<ul style="list-style-type: none"> <li>ICSP</li> <li>RWMS</li> <li>RAMS</li> <li></li> </ul>
Develop and implement a strategic plan for the treatment of municipal wastewater	<ul style="list-style-type: none"> <li>Identifies the desired wastewater treatment upgrades</li> <li>Options and funding explored</li> <li>Improvement of current system</li> </ul>	Secure funding for wastewater treatment improvements	2014	Council ↓ Administrative Clerk	\$ 20 000	TBD	<ul style="list-style-type: none"> <li>Wastewater infrastructure</li> <li>Cleaner water</li> </ul>	Long term planning for future developments will ensure that issues such as maintenance costs, energy requirements, and available land for facilities are addressed.	<ul style="list-style-type: none"> <li>Town Engineer</li> <li>Town Manager</li> </ul>	<ul style="list-style-type: none"> <li>RAMS</li> <li>ICSP</li> <li>RWMS</li> <li>Existing plans/blueprints</li> <li>PSAB guidelines</li> </ul>
Develop and implement a strategic plan to upgrade the municipality's sewer infrastructure	<ul style="list-style-type: none"> <li>Identifies the desired sewage treatment and infrastructure upgrades</li> <li>Options and funding explored</li> <li>Improvement of current system</li> <li>Plan for present and future effluent requirements</li> <li>Logistical analysis of upgrading waste treatment facility</li> <li>environmental impact assessment on present/future adjacent land use</li> </ul>	Required sewer infrastructure is upgraded	2012 ↓ Ongoing	Council ↓ Administrative Clerk	TBD	TBD	<ul style="list-style-type: none"> <li>Solid waste infrastructure</li> <li>cleaner water</li> <li>cleaner air</li> </ul>	Smart planning that incorporates existing infrastructure with future growth potential will ensure that the community is capable of meeting provincial waste management standards.	<ul style="list-style-type: none"> <li>Town Engineer</li> <li>Town Manager</li> </ul>	<ul style="list-style-type: none"> <li>RWMS</li> <li>RAMS</li> <li>ICSP</li> <li>Existing plans/blueprints</li> <li>PSAB guidelines</li> </ul>

#### ACRONYMS USED

- ICSP: Integrated Community Sustainability Plan
- PSAB: Public Sector Accounting Board
- RAMS: Regional Asset Management System
- RWMS: Regional Water Management System
- CWF: Capital Works Funding
- CSP: Cost Sharing Program
- GHG: Green house gas
- TBD: To Be Determined

## 5.0 COLLABORATIONS

“To work jointly with or to cooperate with” is the definition of collaboration as found in the pocket oxford dictionary. The municipality of Burin participates in the collaborative process on a local, regional and provincial scale with numerous organizations, groups and businesses to ensure that services are delivered to its citizens in a timely and meaningful.

Many groups join in with the municipality to deliver a wide range of pertinent services to the general citizenry groups. These include:

- Those concerned with recreation and social sustainability such as the Minor Softball League, Soccer Friends Association, Minor Soccer Association, Pearce High School Newfoundland Softball Association, Burin Recreation Commission, Lions Club, and all churches in the Town of Burin
- Those concerned with providing required services such as the Burin Volunteer Fire Department, Ambulance Emergency Responders and Eastern Health (Burin Peninsula Health Centre), Burin Peninsula Voice Against Violence
- Those whose mandate ensure the cultural sustainability of the community i.e. The Heritage Run Tourism Association, Heritage Society, Burin Heritage Tourism Office
- Those who work diligently in tandem with Burin to ensure its continued economic viability (e.g. Schooner Regional Development Corporation, the Burin-Marystown Chamber of Commerce, Community Business Development Corporation, Department of Municipal Affairs, Federation of Canadian Municipalities, Department of Innovation, Trade and Rural Development, and Atlantic Canada Opportunities Agency)
- Those who promote sound environmental practices and collaborate with Burin in ensuring its continual environmental sustainability (e.g. Burin Peninsula Regional Waste Management Board, Multi-Materials Sustainability Board, Burin Peninsula Environmental Reform Committee, Department of Environment and Conservation)

## 6.0 CURRENT PROJECTS AND FINANCIAL ANALYSIS

### 6.1 Current Projects

The town of Burin has an annual operating budget of \$1889,543.00 with a low debt-service ration of 11% for 2010. The source of this revenue is mostly taxes, at \$1,431,943.00 and supplemented by government transfers, \$375, 660 and sales of Goods and Services, \$50,940.

A number of projects are currently in progress or in the planning stages within the municipality. These projects are funded partially from municipal coffers but other sources of revenue are accessed through various provincial and federal cost-sharing agreements. Below you will find a table outlining these projects:

Municipal Infrastructure	Cost	Funding Arrangement	Contribution to Community Sustainability
Paving of Greenhill Crescent Phase 1	\$123,853.72	90:10 Provincial/Municipal	Lower green house gas emissions, easier access to services, lower maintenance costs

### 6.2 Financial Analysis

Strong municipal management has six critical components. These are:

1. Conservative budgeting techniques
2. Fund balance policies
3. Debt planning
4. Succession and contingency planning
5. Strategic planning for economic development
6. Timely disclosure

11

On review of the economic goals of the municipality of Burin, one can see that the town will be focusing on these components to create and sustain an economically viable community. One of the challenges for Burin will be to increase its commercial tax base by attracting new businesses to the community and increase tourism revenue by promoting Burin as a destination for tourists.

As a municipality, Burin is moving in a positive direction fiscally, utilizing sound financial management and incorporating strategic plans for economic development into its ICSP and future municipal plans.

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<sup>11</sup> Moody's Investors Service, Global Credit Research (ICSP Goals 4.6.1,2,3)

## **7.0 IMPLEMENTATION**

The municipality of Burin will be monitoring itself closely in terms of how successful the town is in reaching the goals and objectives for sustainability outlined in its ICSP. This sustainability plan will be considered a living document and, as such, will be subjected to continual editing and updating as conditions and circumstances evolve or change within the town. Where it is found necessary, the town Council adhering to PSAB Guidelines, Municipalities Act 1999 and other pertinent legislatives protocols will, after formal annual review, make amendments to the Municipal ICSP. These modifications will only be made where the changes are consistent with the vision, goals and objectives put forth in the town's ICSP; they will be done while ensuring continued ongoing collaboration with the municipality's citizens, groups and organizations.

## 8.0 CONCLUSION

As stated in “Integrated Community Sustainability Planning” – A Background Paper- “Integrated community sustainability plans attempt to offer a new prospective of the traditional methods of community planning. Through the use of a participatory process that seeks to integrate and to share knowledge and solutions, communities can better understand their future and work collectively towards achieving their goals.”<sup>12</sup>

The community of Burin, through the development and realization of its ICSP has a number of goals and objectives, which include:

- Cost savings through improved, energy efficient infrastructures as a result of energy-use audits and retrofits
- The development of social networks and related services for all ages in the community
- Increased awareness and involvement by all levels of municipal government in policy planning and development
- Preserving and reviving the town’s history and cultural heritage
- Recognition of the importance and long range impact of forging strong collaborative links both within the municipality, region, province and country

While the creation of an ICSP has been mandated by government in order for Burin to be eligible for funding under the gas tax agreement, it has become a community-building exercise which has empowered the citizens of this rural town to plan its municipality’s path to a sustainable future.

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<sup>12</sup> Integrated Community Sustainability Planning – A Background Paper