



**The Town of Centreville-Wareham-Trinity
and
The Town of Indian Bay**

Integrated Community Sustainability Plan

March 2010

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PROLOGUE

This Integrated Community Sustainability Plan (ICSP) has been developed collaboratively over the last four months by the Councils of the Towns of Centreville-Wareham-Trinity and Indian Bay, namely:

Town of Centreville-Wareham-Trinity

Mayor Churence Rogers,
Deputy Mayor Lloyd Pickett,
Councillor Ralph Ackerman,
Councillor Samuel Gibbons,
Councillor Jesse Hunt,
Councillor Tony Kean, and
Councillor Clyde Pickett.



Town of Indian Bay

Mayor Ron Collins,
Deputy Mayor Gerald White
Councillor Bonnie Parsons,
Councillor Charley Parsons, and
Councillor Ed Parsons.

In preparing the ICSP, Council wishes to acknowledge the following:

The Staff of the Town of Centreville-Wareham-Trinity:

Gertrude Brown, Town Clerk,
Michelle Lane-Parsons, Assistant Town Clerk,
Marvin Rogers, Maintenance, and
Jeffrey Ackerman, Maintenance.

The Staff of the Town of Indian Bay:

Tom Easton, Town Clerk, and
Harold Oldford, Maintenance.

The residents and business-people of the Towns of Centreville-Wareham-Trinity and Indian Bay, many of whom provided input to the ICSP planning process by participating in one or more of the Community and Business Consultation Sessions held in both communities or otherwise letting their Councils know of the priorities for community sustainability.

Finally, the Consultants of Connections Research of Bauline and Portugal Cove-St. Philips who we commissioned to research, organise and help us structure an ICSP covering both Towns.

INTRODUCTION

“If you don’t know where you’re going, you may never get there”

- Yogi Berra -

Sustainability is defined as development that “meets the needs of the present without compromising the ability of future generations to meet their own needs”. It is a simple concept whereby a society strives for a high quality of life without depleting valuable resources.

At the municipal level, sustainability can be applied to environmental, social, cultural and economic interactions, as well as the manner by which governments and organisations, including municipal authorities, manage the community.

The main components of sustainability are:

- everyone needs to be able to meet their basic needs,
- if we continue to make unsustainable choices in the short term then over the long term we will have destroyed our support systems and, ultimately, we cannot meet our basic needs,
- being sustainable involves more than protecting the physical environment; it also means increasing financial efficiency, building social capacity and doing more with less over the longer term,
- we need to reverse the trend of depleting our environmental, social, cultural and economic resources since in the past we have not replenished them at a satisfactory rate, and
- sustainability planning provides an opportunity for people to reflect on what they want for their communities and to develop strategies for maintaining or improving their quality of life.

To have a sustainable community everyone must do their part, including:

Leave the world in a better state for future generations	Reduce the amount of energy and resources used	Reduce the amount of greenhouse gasses produced	Save money by making wise investments	Protect the environment by making better choices
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Integrated Community Sustainability Plans

Preparing an Integrated Community Sustainability Plan (ICSP) involves researching and developing a long-term plan that provides direction for a community to reach key objectives regarding its

environmental, cultural, social and economic sustainability, as well as its governance by a local authority. Thus, sustainability planning sees people, businesses and organisations working together with local governments to improve the overall health of the community and preserve it for future generations. By implication, the more comprehensive the sustainability plan, the more informed the management decisions and capital infrastructure investments made by communities will be.

An ICSP is as much a process as it is a plan. The end-result is more than a document. It is an on-going process of engaging the community in creating a vision for a sustainable future and linking that to realistic planning and collaborative action. ICSPs emphasise:

- long-term thinking,
- collaboration among governments and organisations,
- encouraging and facilitating participation by community residents,
- creating alliances, partnerships and regional co-operation, and
- continuous monitoring and evaluation.

ICSPs emerged in Canada as a municipal concept in 2005 when the federal government created a funding programme in support of community infrastructure and long-term sustainability planning. Through federal-provincial Gas Tax Agreements signed in each province, all Canadian communities now have access to a stable source of revenue for developing and implementing ICSPs. The Agreement signed with Newfoundland and Labrador (NL) requires the Province to ensure that municipalities develop ICSPs and it permits them to use a portion of their Gas Tax allocations to prepare the Plans.

The ICSP for Indian Bay and Centreville-Wareham-Trinity

This Plan has been prepared to meet the Towns' requirements to prepare and submit an ICSP in order to secure continued access to their allocation of funds under the Gas Tax Agreement. This funding is essential for the successful implementation of their sustainability vision through a set of realistic goals and strategic actions. Yet, both Towns see this ICSP as far more than a means to simply acquire gas tax monies – it is a crucial document that will assist Councils and community residents in putting plans into action over the next five, ten or even twenty years.

Implementing this Plan will help us, the Councils of the Towns of Centreville-Wareham-Trinity (CWT) and Indian Bay (IB) to not only survive over the coming decades, but to grow and flourish as sustainable communities.

CENTREVILLE-WAREHAM-TRINITY & INDIAN BAY

The Town of Centreville-Wareham-Trinity

Since 1992, this municipality is an amalgamation of three communities, each of which has distinct cultural and social histories.

Trinity is the oldest of the three communities comprising CWT. Earliest evidence of European occupation dated from the early 1800's when the immediate area was a winter logging site for people from Fair Islands. At the end of the 19th century a sawmilling operation was established and, because of this, people began to move more permanently from the island to the Trinity site. A second sawmill was added in 1905, thus accelerating migration to the area. By 1935 the population of Trinity had grown to 430, and by the 1950's when Bowaters had logging operations in Indian Bay, the population peaked at near 700. After the devastating forest fire of 1961, the population of Trinity dropped to approximately 400.

Over the years from the turn of the 20th century until amalgamation with its neighbours, Trinity was socially and culturally fairly self-sufficient with a church and school of its own.

Wareham was the next distinct community to develop through migration primarily from Fair Island. Named for the home-town of its founding family (Wareham in Dorset, England) it, too, owes its existence to the growing logging and sawmill activities in the area. Before becoming a permanent settlement in 1918, however, Wareham was regularly visited by fishermen from all parts of Bonavista Bay. From a modest population of 94 in 1935, the community grew to over 300 by the 1950s. Again, the 1961 fire put an end to any significant population growth.

Centreville, as its name might suggest, this community came about from the more organised re-settlement efforts of the late '50s and through the '60s. The Re-settlers' Museum in the Town attests to these origins and documents therein show how the remaining population of Fair Islands finally moved across the bay - some floating family houses across the water. Ironically, perhaps, Centreville became the local service centre for the immediate area and now houses a school, library, medical clinic, museum, arena and other public amenities.

The Amalgamated Communities - today, these three communities share one municipal government. While much of the individual identities and attachments to the original towns still remain, there is a growing sense of commonality as residents look to the future.

Since recent municipal elections, the CWT Council has begun to focus on strategic planning. It exhibits a distinct air of optimism and is confident that the Town has a bright and prosperous future. While preparing this ICSP as a requirement for accessing Gas Tax revenues, Council also sees this Plan as laying the basic foundation for more focused, forward-looking strategic planning.

The Town of CWT, like its neighbour IB, is situated mid-way along the north shore of Bonivista Bay, with easy access to both Gambo to the west and New-Wes-Valley to the north and east. It is the centre for much of the local commercial, civic and recreational activity in the immediate area. For example, the Volunteer Fire Department is known for its exceptionally professional service and is the subject of considerable local pride.

The business community operating within the Town is an important asset to the community. It includes a number of fabrication and processing enterprises, as well as an array of retail operations, including a motel and restaurant, two lounges, several convenience stores, gas station and a supermarket / liquour outlet. In total, there are nearly three dozen businesses providing employment and a significant commercial tax base that contribute significantly to the Town's sustainability. The business community in general is co-operative and mutually supportive of one another; it relates well to the local municipal government and provides input into community affairs.

Statistical Data – data on CWT's population and activities reveal certain key points:

- there are 1,122 people living in 537 households with a population density of 30 per sq. km,
- the population declined by 16% from 1996 to 2006, but at a lesser rate of 2.1% between 2001 and 2006 – slightly less than for the region as a whole and slightly more than for the province (1.5%),
- the population pyramid for 2006 shows a distinct decline in the 20-34 year age group since 1996,
- 58% of adult residents in Centreville and Wareham have less than a high school education, while for Trinity, the figure is 41% (the provincial average is 25.1%),
- the unemployment rate for CWT in 2006 was 44.9% of an active workforce of 390 people,
- the number of people collecting EI dropped from 160 to 90 between 1992 and 2006,
- per capita personal income rose from \$10,000 to \$17,000 between 1992 and 2006,
- almost 30% of adults (15years+) in the labour force work in manufacturing – three times higher than the provincial average of 10%,
- 430 of 950 adult residents had earnings in 2005 with 50% of these working the entire year,
- the median income for adults (15 years+) is \$13,876 – compared to the provincial median income for adults of \$19,573, but
- the median earnings for adults who worked all year is \$42,317 – higher than \$37,429 for NL, and
- earnings as a percentage of income is lower than the provincial norm – 42% versus 69%.

The Town of Indian Bay

Nestled at the mouth of Indian Bay River, in Bonavista Bay North, and originally called Parsons Point, Indian Bay was once the only community in the area, making it also the oldest. Before European settlement, the area was inhabited by various aboriginal groups.



In the early 18th century Indian Bay was the site of considerable salmon fishing and processing activity, with up to eight separate operations in the area by the early 1800's. In 1911, a lobster factory was established. Over the years, salmon stocks declined dramatically from over-fishing. By the next century, logging had overtaken salmon fishing as the primary industry. Three sawmills operated in the area in the early part of the 20th century. When a paper mill was built in Corner Brook, Indian Bay and environs supplied wood to the Bowater operations. Also, perhaps due to its fine deep-water port, lumber was exported from Indian Bay to a number of European countries. Logging remained an important local industry up until recent times. In 1967, Bowaters ceased its operations in Indian Bay and with it, a long history of strong local employment in the woods. Today, the logging roads provide access to large tracts of back country for recreation and local wood cutting.

Today, Indian Bay is a tightly knit community of 196 people, served by a Town Council of five Councillors, a part-time Town Clerk and a maintenance person. Most dwellings in the community are closely packed along the mouth of the Indian Bay River on the south side of the highway with narrow winding roads between them. This area is served by water and sewer systems that are thirty years old. A newer residential area is being developed on Country Road on the opposite side of the highway. This is the only part of Indian Bay not served by the municipal sewerage system (although it is serviced by the Town's water supply) and the road is not paved.

The Indian Bay Park, maintained and operated by a local volunteer committee provides 25 tent and trailer sites along the river, picnic tables and a playground. Seven kilometres of walking trails offer visitors direct access to the wilderness back country behind the Park.

Indian Bay is adequately served by the CWT Volunteer Fire Department and several IB residents are active members of that service. Other public amenities, such as a library, school, public health and recreational facilities, are located in CWT only a few kilometres away.

A small number of businesses operate within the Town's boundaries, including two convenience stores, tourist cabins and a financial services company.

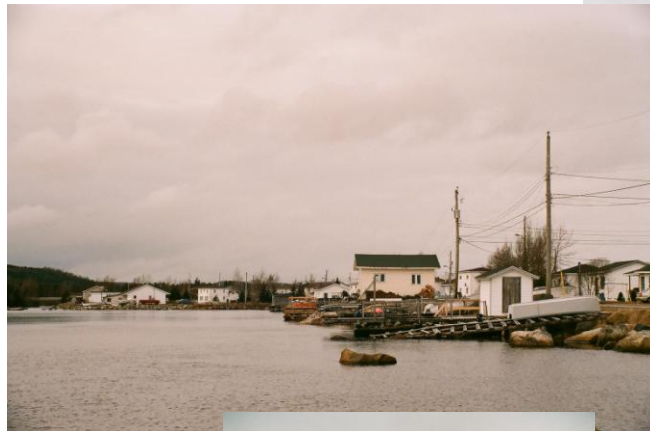
Statistical Data – data on Indian Bay's population and activities reveal certain key points:

- the Town in 2006 had a population of 196 living in 70 households with a population density of 2.3 per sq. km,
- the population declined by 8.4% between the 2001 and 2006 Censuses,

Towns of Centreville-Wareham-Trinity & Indian Bay - ICSP

- the population tables for 2006 show a disproportionately low number of young people (0-14 years) and a distinct decline in the 20-34 year age group over 1996,
- 40% of adult residents do not have a high school diploma (compared to 25% provincially),
- another 40% of adults have only a high school diploma,
- the unemployment rate in 2006 was 33% of an active workforce of 90 people,
- the number of people collecting EI dropped from 96 to 76 between 1992 and 2006,
- per capita personal income rose from \$9,000 to \$16,000 between 1992 and 2006,
- half of the “couple families” in IB had incomes of more than \$34,600 in 2006, compared to half of the couple families in the province having incomes of more than \$56,500, and
- the 2006 self-reliance ratio for IB was 56.3% - considerably lower than for the province at 78.5%.

Note that several statistical data series for IB are not available because municipal populations have to be 200+ for certain labour force and economic data to be published or displayed.



COMMUNITY VISION

The Vision for the Towns of Centreville-Wareham-Trinity and Indian Bay is as follows:

Our aim is to promote and nurture a strong sense of community pride; protect our environment, heritage and cultural history; promote our business community; use new technology to enhance and sustain our environment; foster a spirit of cooperation among community groups and adjacent towns; and offer the services necessary to advance and promote our community as a great place for people of all ages to live, work , play and visit.

The shared Vision of these two municipalities shows a distinct desire to retain the values and quality of life currently existing in both Towns and to move forward in a co-operative and progressive manner into the future. There are clear geographical advantages to these Towns' location - roughly mid-way between Gambo to the west and towns on the north-east coast. Perhaps the greatest feature of their location is the immediate proximity of large tracts of quite accessible wilderness / back country lands comprising the Indian Bay ecosystem.

While there are many differences between the two Towns, their location indicates a need for, and desire to, co-operate - especially when it comes to environmental stewardship - as reflected in the Vision displayed above. While many public amenities are located in CWT, they are available and used fully by residents of both communities.

This Vision shared by both communities has been determined with public input through various consultations held in the Towns during the process of developing this Plan. The Councils in both Towns will make every effort to ensure the Vision statement does indeed continue to reflect the aspirations of residents – or the Vision will be modified to do so.

Summary of Vision-Related Sustainability Issues

Key components and attributes of CWT and IB, that form the foundation for this shared Vision statement include:

- forward-thinking and a desire to develop the area socially, culturally and economically, with a view to a future regional economic development planning process,
- a significant understanding of the value and importance of caring for the environment within the Towns' boundaries, over the surrounding wilderness back country and within adjacent coastal and marine areas,

Towns of Centreville-Wareham-Trinity & Indian Bay - ICSP

- the need and desire for increased co-operation and collaboration among communities and across the region,
- a collective understanding of the importance of social and cultural infrastructure as well as the integral role volunteerism plays therein,
- the potential for developing tourism resources on a regional basis,
- the need and desire for increased recognition of the cultural history of the area,
- the significant number of successful commercial enterprises operating in the two Towns, and
- an increasing need for more services for seniors and programmes for youth.

SUSTAINABILITY (PILLAR) MATRICES

In the following five Sections, each of the Sustainability pillars are considered in detail:

- Environmental,
- Social,
- Cultural,
- Economic, and
- Governance

After an introductory section for each pillar, sustainability issues, objectives, actions and potential areas for municipal collaboration are represented in the form of a Matrix, where the Matrix Columns for each pillar summarise:

- **Theme Area** – issues forming subsets of the pillar that should be dealt with,
- **Current Situation** – existing circumstances for each Theme Area and for both Towns, where appropriate,
- **Success Description** – what constitutes the “ideal” situation for each Theme Area – that can be seen as the objective for a Town, or both Towns, to reach,
- **Actions Required** – the specific actions to be taken by the Towns, where appropriate, to reach their goals, including actions that may be taken by the Towns collaboratively,
- **Time Frame** – identifying for each Theme Area and proposed action, the projected time-frame over which the activity will take place (including collaborative actions), and
- **Budgetary Considerations** – where possible, any financial impact on the Towns, individually or collectively, are identified.

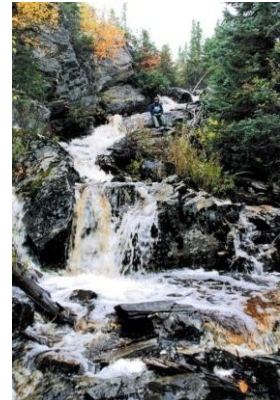
In these Matrices, the Town of Centreville-Wareham-Trinity is identified as **CWT** whereas the Town of Indian Bay is represented by **IB**. Joint entries – that is “**CWT & IB**” represent areas, issues or actions that both Towns see as common to both and / or where the Towns can work collaboratively.

In certain cases where a Theme Area may be associated with more than one pillar, reference is made in each Matrix to the issue being raised again under a different pillar area.

ENVIRONMENTAL SUSTAINABILITY

Environmental Stewardship – upon which the concept of Environmental Sustainability is founded - is the practice of protecting, managing, preserving and, in some cases, enhancing the quality of land, air and water resources. It involves local authorities working hand in hand with:

- the public,
- planners and engineers,
- business-people and others who develop or affect a community's resources, and
- regulatory government agencies.



For the Towns of CWT and IB, significant focus is on managing their forested areas and open spaces, the marine environments, freshwater / riparian habitats, landscapes and scenery, their air and community lands. These are intricately connected to land-use, social development and the local economy.

Much of these communities' Vision centres on the Towns' quality of life, their resources, and the scenic and unspoiled landscapes surrounding them. Therefore, preserving these valuable attributes is a high priority for both Towns. Further, new developments of a residential, business and tourism nature must:

- enhance, not conflict with, the natural environment,
- improve the quality of life for residents, and
- ensure the Towns remain an attractive place to live.

Summary of Environmental Sustainability Issues

Environmental issues identified by the [Town of Centreville-Wareham-Trinity](#) and highlighted in the Environmental Sustainability Matrix on the following pages include:

Environmental Sustainability: environmental planning and co-ordination, particularly regarding wilderness and coastal areas.

Water System Management: upgrade of the municipal water system, and the impending repair of the chlorination system.

Water Quality Testing: attention to having qualified staff, and exploring regional opportunities to employ water testing and maintenance personnel, thereby reducing costs.

Sewerage System: ongoing maintenance and enhancement of the sewerage system, ongoing repairs, and exploring technical and innovative options for full treatment.

Roads: maintaining and upgrading local roads, re-paving existing roads and paving new ones, to support, in part, the Town's economic development and tourism plans.

Natural Resources Stewardship: enhancing, reclaiming and protecting the Towns' natural resources by developing a Natural Resources Stewardship Plan.

Community Enhancement: protecting and enhancing the visual quality of the Town.

Energy & Water Use: reducing the consumption of energy, water and other valuable resources within the Town.

Waste Management: local collection of solid household waste, recycling programmes and regional waste disposal.

Composting: reduction of household and commercial organic waste through composting.

Community Gardens: providing for, and improving, the availability of local growing land for the household production of food and other plants.

Emergency Response: providing procedures and capacities for response to local and regional emergencies of all kinds.

Environmental issues identified by the [Town of Indian Bay](#) and highlighted in the Environmental Sustainability Matrix on the following pages include:

Environmental Sustainability: environmental planning and co-ordination, particularly regarding wilderness and coastal areas.

Water System Management: the age of the water system and the need to undertake major renovations.

Sewerage System: the need for primary sewage treatment.

Roads: maintaining and upgrading local roads.

Natural Resources Stewardship: enhancing, reclaiming and protecting natural resources, especially those in the Indian Bay ecosystem area.

Community Enhancement: improving and protecting the waterfront, harbour and riverside areas.

Energy & Water Use: recognising the value of the community's energy, water and other resources.



Waste Management: local collection of solid household waste, recycling programmes and regional waste disposal.

Composting: reduction of household and commercial organic waste through composting.

Community Gardens: providing for, and improving, the availability of local growing land for the household production of food and other plants.

Emergency Response: responding to local and regional emergencies / disasters.

Summary of Environmental Sustainability Actions

Specific environmental sustainability actions which the Town of Centreville-Wareham-Trinity is proposing include:

Environmental Sustainability: supporting habitat and natural resource protection initiatives, as well as implement programmes that will help reduce the Town's carbon footprint.

Water System Management: replacing or repairing the Town's chlorination system.

Water Quality Testing: taking a leadership role in promoting the concept of a regional water technician's position.

Sewerage System: upgrading aspects of the sewerage system, that is, the existing treatment plants, and exploring further secondary and tertiary treatment options.

Roads: re-paving of areas of road as needed, and providing and paving roads in new development areas.

Natural Resource Stewardship: researching, preparing and implementing a Natural Resources Stewardship Plan.

Community Enhancement: the Community Enhancement Committee preparing an Enhancement (beautification) Plan for the Town.

Energy and Water Use: establishing targets for energy and water use reduction, public awareness campaigns.

Waste Management: continuing effective waste collection and recycling, monitoring the costs and promoting regional input to the centralised waste management / disposal facility.

Composting: developing programmes for local composting.

Community Gardens: exploring and promoting the concept of introducing community gardens with citizens.

Emergency Response: preparing a comprehensive Emergency Response Plan through regional consultation and public input.

Specific environmental sustainability actions which the [Town of Indian Bay](#) is proposing include:

Environmental Sustainability: supporting habitat and natural resource protection initiatives aimed at protecting the area's land, air, water and infrastructure, in co-operation with the Indian Bay Ecosystem Corporation.

Water System Management: expanding and improving the municipal water supply by re-locating the main holding tank.

Sewerage System: investigating the options for introducing a primary treatment system.

Roads: repaving stretches of road, as needed.

Natural Resource Stewardship: researching, preparing and implementing a Natural Resources Stewardship Plan for the Town and environs.

Community Enhancement: continuing community enhancement efforts.

Waste Management: continuing effective waste collection and recycling, monitoring the costs and promoting regional input to the centralised waste management / disposal facility.

Composting: developing programmes for local composting.

Community Gardens: exploring and promoting the concept of introducing community gardens with citizens.

Emergency Response: preparing an Emergency Response Plan for the Town.

Areas for Potential Collaboration on Environmental Action

Areas and issues identified under the Environmental Sustainability pillar (and shown in the matrix on the following pages) where there is potential for both the [Towns of Centreville-Wareham-Trinity](#) and [Indian Bay](#) to collaborate:

Environmental Sustainability: co-ordination of efforts to manage and protect the region's watershed and coastal areas.

Water System Management: initiating a Regional Water Committee (purely advisory) could provide benefits to both Towns.

Water Quality Testing: Councils to approach the Bonavista North Joint Council regarding several municipalities sharing the services and costs of a regional Water Technician.

Natural Resource Stewardship: the potential for a joint Plan serving the CWT-IB region to protect the area's natural resources.

Community Enhancement: signage should be made consistent throughout the area and across the region, not only as a beautification measure, but to encourage tourist visitation to the region.

Waste Management: seeking efficiencies and co-ordination regarding regional waste disposal, including curb-side recycling.

Composting & Community Gardens: the potential for a single site (or sites in both Towns) for community gardens – through a shared Community Garden initiative.

Emergency Response: co-ordination of Emergency Response Plans locally and across the region through the Joint Council.

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
1. Environmental Sustainability	<p>The Towns of Centreville-Wareham-Trinity (CWT) and Indian Bay (IB) have responsibility for large tracts of open, forested and /or built-up lands; marine and fresh waters; and, coastal and watershed areas within their respective jurisdictions.</p>	<p>CWT & IB -both Towns strive to be environmentally conscious and support policies and programmes aimed at environmental sustainability</p> <p>There is considerable potential for the two Towns to work together to ensure continued environmental sustainability for the CWT-IB region</p>	<p>CWT & IB - to work primarily, but not exclusively, through their Councils to ensure maximum co-operation with local environmental, social and recreation agencies (especially the Indian Bay Ecosystem Corporation) to protect and preserve / conserve or develop the CWT-IB region's land, air, water and infrastructure</p>	<p>2010-2015</p> <p>Most initiatives proposed will be introduced over the next five years</p>	<p>CWT & IB - Councils can expect to allocate funds from their respective annual Budgets in order to implement environmental sustainability initiatives in the region over the next five years and beyond</p>
2. Water System Management	<p>CWT – the water systems serving all three communities (C,W & T) function well, except the chlorination system needs to be replaced</p> <p>IB – the water system is 30 years old and while it is well maintained, chlorination tests often fail to meet provincial standards.</p> <p>CWT & IB - there are limited opportunities for CWT and IB to collaborate on water system management because the water supply systems in both Towns are separate and autonomous</p>	<p>CWT – with a new chlorination system in place, all residents of CWT are supplied consistently with fresh, safe drinking water</p> <p>IB - following major overhauls of the municipal water system, residents of IB are supplied consistently with fresh, clean drinking water and the frequent boil order directives are lifted</p> <p>CWT & IB - the water systems in both Towns provide high quality water to all residents of CWT and IB in an efficient and cost-effective manner</p>	<p>CWT – to replace the Town's chlorination system which will be completed soon</p> <p>IB – the water system to be expanded and improved by moving the holding tank back further and replacing, enlarging and re-directing the main supply pipes</p> <p>CWT & IB to establish a Regional Water Committee, comprised of Councillors / staff in both Towns, which will meet annually to discuss regional water issues and compare strategies for supplying quality drinking water throughout the CWT-IB area</p>	<p>2010</p> <p>By 2015</p> <p>2010</p>	<p>CWT - chlorination system upgrade cost is \$260,000 financed over 10 years from Infrastructure Agreement funds</p> <p>IB – the Budget for upgrading the Town's water system is undetermined</p> <p>CWT & IB - there should be no Budgetary implications for either Town</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
3. Water Quality Testing	<p>CWT & IB – chlorination, water quality testing and system maintenance in both Towns are carried out by their municipal maintenance staff</p>	<p>CWT & IB – the water in both Towns continually meets provincial drinking water standards and technical maintenance / repairs to the Towns’ water systems are routinely carried out in an inexpensive manner by well-trained personnel</p>	<p>CWT & IB - Councils must ensure that maintenance staff in both Towns responsible for water quality testing and system maintenance are experienced and fully trained in all critical aspects of water system management</p> <p>CWT & IB - Councils to propose through the regional Joint Council that all municipalities in Bonavista North share the services and costs of a qualified Water Technician who would be charged with water quality testing, and inspecting and maintaining all Towns’ municipal water delivery systems</p>	<p>2010-2015</p> <p>CWT & IB - If adopted, the Water Technician position could be put in place during the 2010 fiscal year and operate on a contractual basis for a trial 5-year period</p>	<p>CWT & IB – both Towns pay a proportional share of the total costs of such a regional service in Bonavista North based on the number of households and businesses supplied by the municipal water systems in their jurisdiction</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
4. Sewerage System	<p>CWT – the Town’s municipal sewerage system covers all 3 communities (C,W & T). The sewerage treatment plant in Trinity is not working well and, overall, the current system is inadequate to meet environmental standards and the needs of the Town</p> <p>IB – all residents (except those on Country Road) are serviced by a municipal sewerage system, but there is currently no treatment of municipal sewage. Council is aware that its sewerage discharge system has to be upgraded to include at least a primary treatment facility in order to meet impending new provincial standards.</p>	<p>CWT – since the Town intends to become one of the most eco-friendly communities in the province, all sewage waste in the Town is collected efficiently by the municipal sewerage system and, ultimately, effluent is treated through a tertiary system that removes all but a negligible portion of bacterial and organic matter</p> <p>IB – the Town has built a primary treatment facility to treat sewage waste collected by its municipal sewerage system.</p> <p>CWT & IB – considering the differences between the sewerage systems in both Towns and the physical separation of CWT and IB, there appears to be little opportunity for the Towns to collaborate</p>	<p>CWT – the first order of business is to upgrade the existing sewerage system by replacing old sewer lines, and repairing / replacing the treatment plant in Trinity. Further, Council to investigate installing a reed bed effluent treatment plant – one that is not only eco-friendly, but can be considered as “leading edge” technology in NL</p> <p>IB - the Town to investigate the nature, cost and time frame of upgrading its municipal sewerage system to allow treatment of its sewage waste (primary) with a longer term view (over 20 years) to installing a secondary treatment facility</p>	<p>2010-2011 (Trinity treatment plant)</p> <p>2010-2015 (reed bed based treatment system)</p> <p>2010 – 2015 (primary)</p> <p>2015-2025 (secondary)</p>	<p>CWT –the annual costs of system upgrading and replacing the treatment plant in Trinity is identified in the 2010 Budget. Installing a reed bed treatment facility will be expensive and the cost will probably be spread over at least 10 years</p> <p>IB – there are significant Budgetary implications for installing a primary treatment facility and even greater costs for carrying out secondary treatment of municipal sewage. The installation of a primary treatment facility can be financed over a 10 year period</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
5. Roads	<p>CWT – most of the roads in the Town are in good condition, but there are stretches that are rutted or full of potholes. Council views ensuring a good road network as necessary for residents, but also essential for promoting economic development and tourism</p>	<p>CWT – route 320 through CWT, the main offshoot roads and the many municipal by-roads that are either paved or gravel, are in good condition along which residents and tourist can travel freely and easily</p>	<p>CWT – Council plans to upgrade streets by repaving (e.g. in Wareham) and open up and pave new roads – especially those that are linked to proposed new residential or commercial developments</p>	<p>2010-2015 & beyond</p>	<p>CWT - over \$1 million has been solicited from Infrastructure Agreement funds over 15 years, along with an allocation in 2010 of \$114,000 and \$2,900 (for 2 projects) in Gas Tax monies</p>
	<p>IB – the main highway (route 320) and the main road through the Town are maintained by Transportation and Works with the Town responsible for only a kilometre or so of municipal by-roads which are maintained and repaired on a “need-to” basis</p>	<p>IB – route 320, the main road through the Town and the municipal by-roads, either paved or gravel, are in good condition along which residents and tourist can travel freely and easily</p>	<p>IB – the Town will continue to look after its short stretch of municipal by-roads without any major plans for road upgrading or paving</p>	<p>2010 -2015</p>	<p>IB – the Town will continue to budget for by-roads maintenance on an annual basis</p>
6. Natural Resource Stewardship	<p>CWT –the Indian Bay ecosystem, with its rich fauna and flora, borders on the Town, and there are shorelines and marine areas throughout the municipality.</p> <p>IB – part of the Indian Bay ecosystem lies within the Town’s boundary, while the rest of this large watershed area borders the Town</p>	<p>CWT – Council values the natural resources within and adjacent to the Town and it makes decisions based on the principles set out in its Natural Resources Stewardship Plan.</p> <p>IB – the use of natural resources in the ecosystem area is governed by principles set out in the Town’s Natural Resources Stewardship Plan</p>	<p>CWT – to research and prepare a Natural Resources Stewardship Plan for the Town – this might need to be integrated with the Infrastructure Plan currently being prepared (see Governance Matrix)</p> <p>IB - to research and prepare a Natural Resources Stewardship Plan for the Town</p> <p>Or, CWT and IB to jointly prepare a regional Stewardship Plan for their terrestrial and marine environments, in co-operation with the Indian Bay Ecosystem Corporation</p>	<p>2010-2022 for preparation</p> <p>2012-2015+for Implementation</p> <p>Public- regional consultations to take upwards of a year. There-after, the Plan is reviewed annually</p>	<p>If CWT & IB decide to prepare separate Plans, each will bear its own cost</p> <p>If CWT & IB develop a regional Plan, the costs will be shared</p> <p>Monies for Plan development to be solicited, plus allocation from Gas Tax funds</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
7. Community Enhancement	<p>CWT – Council does what it can, primarily through its Community Enhancement Committee, to boost the attractiveness of the Town and promote the aesthetic quality of its land- and sea-scapes</p> <p>IB – plans are already underway (through the Indian Bay Development Committee) to improve the waterfront and harbor areas, and thereafter, the riverside and parts of the Indian Bay ecosystem</p>	<p>CWT – is the most attractive and socially congenial community in Bonavista North – for both residents and tourists alike</p> <p>IB – ensures that its waterfront, riverside and ecosystem lands are protected, beautified and available for use by residents and visitors</p>	<p>CWT – to prepare a Community Enhancement Strategy to guide its activities which will target, among other things, becoming a Tidy Towns winner within two years</p> <p>IB – will continue its community enhancement objectives</p> <p>CWT & IB both see improved signage in their Towns and throughout the region as an important component in community enhancement and this is referenced also under the Economic pillar</p>	<p>2010-2012 for preparation and thereafter, is revised annually</p> <p>2010-2015</p> <p>2010-2013</p>	<p>CWT - no cost for Strategy preparation (unless consultancy services are hired) with infrastructure and beautification costs allocated annually between 2010 and 2015</p> <p>IB – annual community enhancement efforts are guided between 2010 and 2015 by funding availability</p>
8. Energy & Water Use	<p>CWT – apart from recycling of materials in the Town office and an awareness among Councillors and staff of the importance of resource, energy and water use reduction, the Town has not initiated any use reduction programmes for energy or water</p> <p>IB – the Town is conscious of the need to conserve energy and water, but it has no plans to implement formal use reduction programmes</p>	<p>CWT – in recognition of the importance of reducing energy and water usage to the broader issue of climate change, Council has initiated formal use reduction programmes in municipal operations and actively encourages use reduction throughout the community</p> <p>IB – the Town continues to recycle Town Office materials, conserve the use of municipal energy and water, and promote resource, energy and water use reduction throughout the Town</p>	<p>CWT – to establish and set annual targets for municipal energy and water usage and promote (through its Newsletter, website, publicity campaign, etc.) the ways residents and businesses can conserve resources, energy and water</p> <p>IB – no new special activities to promote resource, energy or water use reduction are anticipated</p>	<p>CWT - 2010-2015 for setting annual usage reduction targets</p> <p>IB – will evaluate in 2015 the Town’s use of resources, energy and water</p>	<p>There are no Budgetary implications for either Town, unless CWT decides to implement a public advertising campaign to promote resource, energy and water use reductions</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
9. Waste Management	<p>CWT – Council collects household waste using its own refuse vehicle and staff operators once a week, but there is no curbside recycling programme in place. A local Green Depot accepts certain recyclable waste products</p> <p>IB – Council pays a local contractor to collect household waste in the Town using his own vehicle once a week. There is no curbside recycling. A local Green Depot accepts certain recyclable waste products</p>	<p>CWT & IB – the Towns each continue to offer their own efficient and relatively inexpensive garbage pick-up and disposal services to their residents, including curbside collection of recyclables, recognising that future disposal for both Towns will probably take place at a more distant central NL facility.</p> <p>Thus, the overall costs of waste management services to residents and businesses in CWT and IB will probably increase because of this, and the necessary use of a regional transfer station (at Indian Bay).</p>	<p>CWT – to promote the importance of the three “R”s – Reduce, Re-use and Recycle – throughout the municipality.</p> <p>CWT – once the new waste disposal facility at Norris Arm is functional, the Town to set annual targets for reducing the volume of waste sent to Norris Arm for disposal</p> <p>CWT & IB – both Towns will continue to improve and expand their waste management systems, as well as periodically review the new proposed costs associated with disposal in central NL.</p> <p>CWT & IB, individually or jointly, will introduce curbside collection programmes, in conjunction with the local Green Depots or other agencies</p> <p>CWT & IB – to ensure that rapidly changing plans to transport all central NL waste to a centralised disposal facility are raised and discussed at the Bonvista North Joint Council so that community and regional concerns over the process may be expressed by the Joint Council</p>	<p>2010-2015</p> <p>By 2015</p> <p>2010-2011</p>	<p>CWT & IB - none, apart from expenditures on equipment and vehicle upgrades, which can be predicted in the CIPs</p> <p>CWT – minor costs associated with the public promotion of the three “R”s</p> <p>CWT & IB - some minor expenditures in both Towns to introduce and promote curbside recycling</p> <p>None</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
10. Composting	<p>CWT & IB – recognising the importance of composting organic material to reduce the volume of municipal waste (especially with having to transport garbage over longer distances for disposal) and as part of the need to “Reduce, Re-use and Recycle”, both Towns are interested in promoting their own household and community composting programmes</p>	<p>CWT & IB - both Towns offer and promote household and community composting programmes to their residents which reduce the volumes of municipal waste generated in the region, as well as encourage the making and use of natural growth materials from household and community composting systems</p> <p>CWT-IB – considering both Towns’ interest in composting, explorations of the feasibility of household or community composting services may best be handled through the CWT and IB Councils co-operating with one another – especially as there is a greenhouse in the area that could benefit from the resultant composted material</p>	<p>CWT – will devise, introduce and promote a household waste composting programme, and explore incentives, e.g. subsidising “Earth Machines”</p> <p>Council will also investigate establishing a centralised community composting facility, mainly for the use of households not interested in developing their own composting systems, with the resulting compost materials to be used locally (as a potentially commercial product) or in community gardens - see below</p> <p>IB – has plans to introduce a household and community composting programme in concert with a local entrepreneur in the near future</p>	<p>2010-2012</p> <p>2012-2014</p> <p>2010</p>	<p>There are Budgetary implications, especially if Council(s) offer incentives for household participation, but the nature of the costs are not yet known.</p> <p>The Town(s) to consult with other communities in NL, such as Cape St. George on the Port au Port Peninsula or Holyrood, that have introduced composting programmes to determine approximate costs and programme format</p>
11. Community Gardens	<p>CWT & IB – the Councils have both referenced a desire to develop community gardens in their Towns as a way to enhance and beautify their communities and encourage residents to grow their own food on good agricultural lands made available by the Towns</p>	<p>CWT & IB – in both Towns, there are plots of good growing lands (garden allotments) available for residents to use to grow vegetables, fruit, flowers, etc, especially where residents’ own properties may not have land with good growing potential</p> <p>Community gardening is also linked to components under the Social and Economic Pillars</p>	<p>CWT & IB – the Towns, individually or together, to identify land that could serve as one or more community gardens, and develop a programme(s) for community garden use</p> <p>Because of the regional nature of this issue, common needs and a similar goal of both Towns, CWT-IB collaboration would be beneficial</p>	<p>By 2015</p>	<p>There are minor Budgetary implications for both Towns, the level of which depends on the extent of community investment in land, promotions and subsidies to encourage community participation</p>

ENVIRONMENTAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
12. Emergency Response	<p>CWT – the Volunteer Fire Department has its own set of emergency response procedures, but the Town intends to start developing a comprehensive Emergency Response Plan (ERP) on May 1st</p> <p>IB – the Town has no plans to develop an ERP, but such a Plan must be in place by December 2012 as per a Provincial directive</p> <p>Note: Emergency Response is also referenced under the Governance pillar, since security planning for communities is a key component of good municipal governance</p>	<p>CWT – has in place a comprehensive ERP outlining policies and practices the Town will enact in the event of any emergency or disaster situation in the Town or throughout the Bonavista North region</p> <p>IB - has in place a comprehensive ERPs outlining policies and practices the Town will enact in the event of any emergency or disaster situation in the Town or throughout the Bonavista North region</p> <p>CWT & IB – recognising that major emergencies / disasters often affect people and property beyond each Towns’ boundaries, CWT and IB have jointly developed an ERP for the region, in co-operation with other municipalities in Bonavista North</p>	<p>CWT & IB – to prepare a comprehensive ERP for the region. Considering the presence of the VFD and health facilities in CWT, it is expected that CWT would be identified as the HQ for emergency response activities for the two Towns, but IB will have its own responsibilities within the regional Plan</p> <p>CWT & IB - the Towns will ensure the participation of local organisations and groups, that appropriate staff / Councillor training in emergency response measures is arranged and necessary equipment (such as for communications) is acquired and ready for use</p> <p>CWT & IB – discussions and sharing ERPs with neighbouring communities throughout Bonavista North is required for emergency / disaster situations affecting areas beyond CWT-IB’s boundaries. Coordination in preparing ERPs throughout Bonavista North by the regional Joint Council may be beneficial</p>	2010-2012	Both Towns can expect to cover the costs of developing and printing the ERP, training and acquiring necessary equipment

SOCIAL SUSTAINABILITY

Social well-being is at the core of all community development activity. The physical, emotional and spiritual health of any Town's citizens must be of paramount concern to municipal governments and other leaders. Councils have a responsibility to provide for a physical and social environment to support the community's goals and strive to make the quality of life the very best it can be.

A healthy town is one that has, within a reasonable distance, the necessary social, health, educational and spiritual services. Just as important, perhaps, it should engender a strong sense of community and mutual support that promotes harmony and inclusiveness in all aspects of daily life.

Town Councils in NL have not always considered social needs as part of their mandate. With changing times and a new focus on issues of sustainability, the social well-being of Centreville-Wareham-Trinity and Indian Bay's citizenry must be considered – its social needs, who are most vulnerable or most at risk, and what part can Councils play in ensuring the necessary improvements are made.

Social issues are a central part of our planning activities.

Summary of Social Sustainability Issues

Social issues identified by the [Town of Centreville-Wareham-Trinity](#) and highlighted in the Social Sustainability Matrix on the following pages include:



Social Sustainability: participate in, or provide support for, social activities and events.

Volunteer Fire Department: ensure the maintenance of, and support for, this valuable service.

Health: maintenance and support for the Medical Clinic, local doctor and public health nurse.

Education: maintenance and support for the continued existence of the local elementary school.

Recreation Facilities: maintaining the Arena, playgrounds, walking trails, skidoo trails, etc.

Festivals & Other Events: continuation of the CWT-IB Winter Carnival, Come Home Year and other community events.

Youth Recreation: providing better recreation facilities and programmes for the Town's young people.

Seniors: more attention to the growing numbers of senior citizens in the community and recognition of their value and contribution.

Senior Services: adequate services to support and encourage a high quality of life and retention of this valued segment of the community.

Community Safety: particular support for, and protection of, young people from negative influences, such as illegal drugs.

Volunteerism & Volunteers: the retention and recruitment of volunteers from both the adult and youth populations to support various social and cultural activities / aspects of the town.

Social issues identified by the [Town of Indian Bay](#) and highlighted in the Social Sustainability Matrix on the following pages include:

Social Sustainability: public meetings to determine needs and deal with social issues.

Volunteer Fire Department: continued support for this service based in Centreville.

Recreation Facilities: the potential for providing outdoor recreation and leisure activities and greater participation in directing regional facilities and programmes.

Festivals & Other Events: maintaining and improving festivals / events, especially Indian Bay Days.

Youth Recreation: better outdoor recreation opportunities for the Town's young people.

Seniors: potential participation in regional efforts to use the wide set of skills senior citizens bring to the area.

Volunteerism & Volunteers: working with church and other for enhancement of volunteer activities.

Summary of Social Sustainability Actions

Specific social sustainability actions which the [Town of Centreville-Wareham-Trinity](#) is proposing include:

Social Sustainability: improving consultations with citizens, community organisations and agencies to assess the community's social needs assessment and guide future activities.

Volunteer Fire Department: continuing financial and other supports to the VFD.

Health: protecting the valued Medical Clinic, including organising regional support.

Education: ensuring a continued connection between the school and the community.

Recreation Facilities: implementing improved programming for increased utilisation of the Arena and other recreation facilities and activities.

Festivals & Other Events: providing active support for local festivals and events.

Youth Recreation: holding Town Hall meetings and other consultations with community groups to improve the Town's opportunities for youth.

Seniors: improving the profile and promoting the value of seniors in the community.

Senior Services: holding Town Hall Meetings and other consultative activities to determine the needs and options for assisting seniors in the town.

Community Safety: supporting awareness programmes for youth.

Volunteerism & Volunteers: networking with other community agencies to institute recruitment and training programmes in order to encourage volunteerism.

Specific social sustainability actions to which the [Town of Indian Bay](#) is proposing include:

Social Sustainability: engaging in consultations with citizens to determine solutions to social problems / issues.

Volunteer Fire Department: continuing the Town's support for the VFD.

Recreation Facilities: acquiring a greater voice in regional initiatives and enhancing outdoor recreational experiences in the Town.

Festivals & Events: promoting its flagship event (Indian Bay Days) and other local and regional festivals and events.

Youth Recreation: continuing to enhance outdoor recreation opportunities for youth in the community and region.

Seniors: if desired, Indian Bay can work with CWT to prepare a Cultural Resources Inventory of the region's seniors community.

Volunteerism & Volunteers: working with local churches and organisations to strengthen volunteerism.

Areas for Potential Collaboration on Social Sustainability Action

Areas and issues identified under the Environmental Sustainability pillar (and shown in the matrix on the following pages) where there is potential for both the Towns of Centreville-Wareham-Trinity and Indian Bay to collaborate:

Social Sustainability: participate in, or provide support for, social activities and events.

Volunteer Fire Department: ensure the maintenance of, and support for, this valuable service.

Health: maintenance and support for the Medical Clinic, local doctor and public health nurse.

Education: maintenance and support for the continued existence of the local elementary school.

Recreation Facilities: maintaining the Arena, playgrounds, trails, skidoo trails, etc.

Festivals & Other Events: continuation of the CWT-IB Winter Carnival, Come Home Year and other community events.

Youth Recreation: providing better recreational facilities and programmes for the Town's young people.

Seniors: more attention to the growing numbers of senior citizens in the community and recognition of their value and contribution.

Senior Services: adequate services to support and encourage a high quality of life and retention of this valued segment of the community.

Community Safety: particular support for, and protection of, young people from negative influences, such as illegal drugs.

Volunteerism & Volunteers: the retention and recruitment of volunteers from both the adult and youth populations to support various social and cultural activities / aspects of the town.

SOCIAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
1. Social Sustainability	<p>CWT & IB –Councils participate in, and sometimes financially support, social activities and events taking place in each of the Towns and across the region.</p>	<p>CWT & IB –the social fabric of both communities is an important part of municipal sustainability. Therefore, Councils are the apex of their communities’ social life and they bear responsibility for ensuring their residents’ health, education, welfare, security and leisure-time pursuits are maintained, whether these involve youth, seniors, families or single parents, etc.</p>	<p>CWT – through a series of Town Hall meetings and consultations with social agencies in the community, Council will determine the range of social needs for CWT and thereafter plan accordingly</p> <p>IB – Council to rely on holding public meetings to deal with social matters in the Town</p> <p>CWT & IB –the two Town Councils to collaborate, where appropriate, on social matters affecting the CWT-IB region</p>	2010-2015	<p>No budgetary implications for hosting Town Hall or public meetings, nor for consulting with groups and agencies</p>
2. Volunteer Fire Department	<p>CWT – the Town houses and maintains a Volunteer Fire Department which services CWT and IB. The VFD provides fire protection, first emergency response and traffic control (for events) services</p> <p>IB – the Town contributes to the VFD’s operations through an annual fee from Council, as well as by providing young people from the community to serve as firefighters</p>	<p>CWT & IB – both Towns are efficiently provided with fire protection through the regional VFD based in Centreville.</p> <p>The VFD is more than a fire protection service, however, as it is also a centre for, and participates in, several social and recreational activities in the CWT-IB region</p>	<p>CWT – will continue to provide fire protection and other services to the region (see under the Governance pillar)</p> <p>IB – the Town sees the VFD as an integral service to the community and region, and will continue to support VFD activities</p>	2010-2015 2010-2015	<p>The annual cost of VFD operations is borne by CWT</p> <p>IB pays an annual fee for service coverage</p> <p>Fund-raising is used to cover some costs of the VFD’s participation in social and recreation activities, or to pay for specialised equipment</p>

SOCIAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
3. Health	<p>CWT & IB – the Medical Clinic in Centreville serves the CWT-IB region with a local doctor and public health nurse. Both Towns value the presence of this Centre which, if it was not there, would mean residents travel to New-Wes-Valley or Gander for basic health services</p>	<p>CWT & IB – the two Towns continue to be served locally by a doctor and nurse at the Medical Clinic without any reduction in services</p>	<p>CWT & IB – the Towns to continue extolling the virtues of having a Medical Clinic in the region and promote this service widely</p> <p>Both Towns to raise the issue of the local Medical Clinic to the regional Joint Council in order to garner other municipalities support for the facility</p>	2010-2015	None
4. Education	<p>CWT & IB – the elementary school in CWT serves the CWT-IB region. The stable population and family demands on the school will probably mean government will not close the facility in the near future</p> <p>Both Towns value the presence of the school which, if closed, means young children from CWT and IB would probably be bussed to Hare Bay.</p>	<p>CWT & IB – the local school continues to serve families and children in the two Towns - not just as an educational facility, but as a centre for social and local development with continuing community outreach capabilities</p> <p>The school also houses the local CAP site which provides free internet access for users</p>	<p>CWT & IB – to continue to involve school staff in the region’s social and recreational development, and support the school’s participation in regional and provincial events and activities</p>	2010-2015	None, except perhaps minor sponsorships of school activities on an <i>ad hoc</i> basis

SOCIAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
5. Recreation Facilities	<p>CWT –several core recreation and leisure facilities serve the Town and region, such as the Arena and outdoor playgrounds</p> <p>IB – recreation and leisure for Town residents focus on the rivers in and close to IB and, in particular, Indian Bay Park, as well as facilities in CWT</p>	<p>CWT –the Town and region is well served by a broad range of recreational and leisure facilities and activities in CWT and in the region, which offer programmes for all ages - from children to seniors</p> <p>IB - residents continue to take advantage of a broad range of recreation and leisure activities in the Town (primarily with an outdoors focus) and in CWT</p>	<p>CWT – recognising the Arena is under-utilised, Council to work with local groups to develop a more comprehensive range of indoor recreation and outdoor leisure activities</p> <p>IB – to negotiate a greater voice for IB in the operation of regional recreation facilities (such as the Arena), as well as enhance outdoor recreation experiences in IB</p>	<p>2010-2015</p> <p>2010-2015</p>	<p>Sponsorship of new activities may require some expenditures</p> <p>Facility upgrades and new programmes will incur some costs, but in concert with local groups, like the Indian Bay Development Committee</p>
6. Festivals & Other Events	<p>CWT – values the popular winter and summer recreational events like Come Home Year celebrations and the CWT-IB Winter Carnival</p> <p>IB – sees Indian Bay Days as the Town’s flagship event that draws in tourists as well as local participants</p>	<p>CWT & IB – both Towns successfully hold and grow their own festivals, like Indian Bay Days, and other joint recreation events, such as the CWT-IB Winter Carnival</p>	<p>CWT & IB – while maintaining responsibility for their own flagship festivals, the two Towns to work collaboratively to promote those events and develop new summer and winter recreation activities for the region</p> <p>The CWT Tourism Plan referenced under the Economic Pillar to include the potential for the two flagship festivals as well as other activities to become major tourism attractions to the region</p>	<p>2010-2015</p> <p>2010-2012</p>	<p>None, except if new events or activities are introduced</p>

SOCIAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
7. Youth Recreation	<p>CWT & IB – the Towns have some good recreational facilities, but they are under-utilised.</p> <p>Both Towns lack the full range of formal programmes that are attractive to young people, and it is sometimes difficult to find volunteers to lead youth activities</p>	<p>CWT & IB – the Towns have adequate, well utilised youth recreation programmes in place that provide opportunities for young people to make good use of their leisure time</p> <p>CWT offers primarily good, indoor recreational facilities like the Arena, while IB provides more for outdoor recreation linked to the large ecosystem / watershed area on its doorstep</p>	<p>CWT - Council to host a Town Hall meeting to discuss youth and other recreation needs. Council also to hold discussions with the churches and other community organisations to co-ordinate youth programming</p> <p>IB – to continue plans to enhance outdoor recreation opportunities for youth, especially through the activities of the Indian Bay Development Committee and the Indian Bay Park Committee</p>	<p>Summer-Fall 2010</p> <p>2010-2015</p>	<p>CWT - expenditures of \$5,,000 have been allocated for 2010</p> <p>CWT & IB – some minor budgetary expenditures annually</p> <p>Minor expenditures to upgrade equipment and introduce programmes</p>
8. Seniors	<p>CWT & IB – Councils are interested in promoting the positive aspects of their Town’s aging population</p>	<p>CWT & IB - people recognise the seniors population as a community resource and a positive influence on the quality of life in the two Towns</p> <p>The Towns continue to attract seniors to the region and maintain a high quality of life for senior residents</p>	<p>CWT - as referenced under the Cultural Pillar, CWT to compile a "Cultural Resources Inventory" that details the knowledge, skills and insights of its (or the region’s) senior citizens.</p> <p>IB has the option to participate in, contribute to and use the Cultural Resources Inventory</p>	<p>2010</p>	<p>CWT & IB – none, except if a student or part-time researcher is hired to compile the Inventory</p>

SOCIAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
9. Senior Services	<p>CWT - Council and members of the community are concerned that seniors may not have adequate services and supports in the Town or region to obtain a high standard of living and, therefore, seniors are likely to leave</p> <p>It is understood that an increasing number of seniors are having difficulty living in their family homes and are “forced” to seek institutional care sooner than they want</p> <p>Council has identified the development of seniors’ housing as a priority for 2010 – see under the Economic pillar</p> <p>IB – Council is always concerned for the welfare of its seniors, but it believes seniors are well looked after by family members and services in the region</p>	<p>CWT - Council has a solid understanding of the needs of seniors, what services are being provided and what needs to be introduced to help seniors remain in the community</p> <p>Seniors continue to live in CWT for longer periods of time before seeking institutional care</p> <p>IB – the seniors’ population in the Town is stable and seniors’ needs are usually met by family, neighbours and friends</p>	<p>CWT - Council to host a Town Hall meeting to discuss seniors needs and concerns, and seek direction for further action</p> <p>CWT - Council conducts a survey of seniors and senior services in the Town. In particular, Council to determine what services seniors need in order to continue independent living in CWT - e.g. snow clearing, property maintenance, home help, etc</p> <p>CWT - based on the Town Hall meeting, the survey of seniors and other consultations on the subject, Council will provide leadership in initiating a series of Seniors’ services in the community – both paid and volunteer</p> <p>IB – has the option to participate in CWT’s activities</p>	<p>Summer - Fall 2010</p> <p>Fall 2010</p> <p>2010-2011</p>	<p>None</p> <p>Minor surveying costs</p> <p>Minimal administrative costs</p> <p>None, unless IB takes part in activities initiated by CWT</p>

SOCIAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
10. Community Safety	<p>CWT - members of the community and Council are concerned about the use of illegal drugs in the Town involving young people</p> <p>IB – being a small, tight-knit community, there does not appear to be a problem with illegal drugs, but Council recognises there is probably some drug use in the Town</p>	<p>CWT & IB - young people in both Towns and their parents are well informed regarding the risks associated with illegal drug use and aware of programmes to help with individual drug problems</p>	<p>CWT & IB - the Towns to work with the RCMP and others to encourage the delivery of regional Drug Awareness Programmes.</p> <p>CWT & IB - Councils, the Churches and community organisations to work with zonal and provincial agencies to determine how to reduce or eliminate the “drug problem” by ensuring that inclusive and active recreation and social programmes for youth are available in CWT and IB</p>	2010-2012	<p>CWT & IB - provisions for some travel costs, plus promotional expenditures as part of community or regional Drug Awareness Programmes</p>
11. Volunteerism & Volunteers	<p>CWT & IB - Town residents, especially young people, are not as ready to volunteer their services for Town activities and programmes as in past years. Thus, the number of volunteers to assume certain roles in the two communities is dropping as their populations age</p>	<p>CWT & IB – citizens, especially young people, are volunteering in various capacities and becoming active citizens in their Town and region</p>	<p>CWT - the Town will work closely with the churches and other community organisations to develop a Youth Volunteer Recruitment and Training Programme (YVRTP)</p> <p>IB – to work with the local church and the Indian Bay Development Community to encourage volunteerism</p> <p>The Town also has the option to join with CWT in developing a regional YVRTP</p>	2010-2015	<p>CWT - none in 2010, but some programme expenditures may be required in 2011</p> <p>IB – some minor expenditures should IB participate in CWT activities</p>

CULTURAL SUSTAINABILITY

Newfoundland and Labrador communities have always boasted a rich heritage and strong and vibrant cultural identity. Cultural values are often the most strongly held and least discussed aspects of community life. Yet, a loss of cultural fabric is often associated with decline and decay. People will usually fight most energetically for things associated with their value systems, and lament their loss when forced to move away. In good times, such things are often taken for granted and we hear how we fail to appreciate our cultural experiences until we lose them.

While being most closely associated with “who we are”, heritage and culture can also be a significant resource for rebuilding and enhancing all aspects of a community. Social events celebrating music, storytelling, heritage crafts, historical skills and the like, can become matters of great pride and add inestimably to a community’s sense of itself. At the same time, these are resources that contribute to what a community can offer the travelling public and, thus, become a central part of most tourism development initiatives - especially in rural areas.

Summary of Cultural Sustainability Issues

Cultural issues identified by the [Town of Centreville-Wareham-Trinity](#) and highlighted in the Cultural Sustainability Matrix on the following pages include:

Town/Regional History: collection, preservation and display of historical resources – especially in the Resettlers Museum.

Cultural Heritage: collection, preservation and display of historical resources of the Town.

Cultural Inventory: compiling an inventory of existing cultural resources for various uses.

Cultural issues identified by the [Town of Indian Bay](#) and highlighted in the Cultural Sustainability Matrix on the following pages include:

Town/Regional History: compilation and presentation of the history of the Town.

Cultural Heritage: displaying the results and artifacts of the community’s history.

Cultural Inventory: identifying the Town’s cultural resources.

Summary of Cultural Sustainability Actions

Cultural Sustainability actions identified by Town of Centreville-Wareham-Trinity, and reflected in the following Cultural Sustainability Matrix are:

Town/Regional History: compiling and presenting the history of the Town, recognising the public and tourist interest in cultural and historical resources.

Cultural Heritage: displaying the results and artifacts of the community's history, especially in the Resettlers Museum.

Cultural Inventory: identifying the full range, scope and extent of the Town's historical and cultural resources.

Cultural Sustainability actions identified by the Town of Indian Bay and reflected in the following Cultural Sustainability Matrix are:

Town/Regional History: continuing to support the collection and display of the Town's historical resources.

Cultural Heritage: supporting the collection of cultural materials and their display.

Cultural Inventory: supporting plans to collect information on the full extent of the Town's history, heritage and cultural traditions, etc.

Areas for Potential Collaboration on Cultural Sustainability Action

Where histories and cultural practices are common to both Towns, collaboration can increase the quality of research, improve accessibility and attract more tourist interest. Much of the history, heritage and culture of CWT and IB is common to the region, thereby suggesting that regional resources be identified and collected, and that regional histories be compiled.

The Resettlers Museum in CWT appears to be an appropriate, centralised and practical place to store and display historical, heritage and cultural materials.

CULTURAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
1. Town / Regional History	<p>CWT & IB - both Towns value highly their histories, heritage and cultural traditions</p> <p>CWT & IB - the 3 communities comprising CWT and the community of IB were founded at different times and each have distinct histories, but they do have some common threads – especially their residents’ ancestors coming in as settlers from the islands, and the importance of the traditional woods and fishing industries</p>	<p>CWT – the history and cultural heritage of the three communities comprising the Town of CWT is researched, compiled and displayed (much of which can be found at the Resettlers’ Museum) for residents and tourists alike in a comprehensive and organised fashion</p> <p>IB – the community’s history and cultural heritage is researched, compiled and displayed for residents and tourists alike in a comprehensive and organised fashion</p> <p>CWT & IB – where historical, heritage and cultural traditions cut across municipal boundaries, the two Towns and their local groups collaborate to promote a regional approach to historical documentation</p>	<p>CWT – the oral and written histories, cultural heritage and traditions of the Town – much of which has already been compiled - need to be coordinated, expanded and presented for display. This will require considerable collaboration with local social and heritage organisations</p> <p>IB – much of the history of the Town, which has been compiled informally by residents and more formally by the Indian Bay Ecosystem Corporation (IBEC), needs to be coordinated, expanded and presented for display</p>	<p>2010-2015</p> <p>2010-2015</p>	<p>CWT & IB – available resources in each Town and the ability to solicit external funds to undertake projects will determine the extent to which either Town can sponsor historical, heritage and cultural work</p>
2. Cultural Heritage	<p>CWT – much of the Town’s cultural heritage, and of the CWT-IB region, is displayed in the Resettlers Museum and can be viewed by residents and tourists</p> <p>IB – apart from some photographs and artifacts in the Town Hall, there is no outlet in Town for displaying cultural heritage materials</p>	<p>CWT – results of local projects are displayed in the Resettlers Museum which is promoted as a tourism attraction as well as a repository for local materials</p> <p>IB – supports local cultural projects by displaying results in the Town and, where a project has a regional perspective, supports CWT’s Resettlers Museum</p>	<p>CWT – ties in the above-mentioned Town and regional cultural histories to the Resettlers Museum and actively promotes the Museum as a regional tourism attraction</p> <p>IB – as finances allow, support the local display of the Town’s cultural history and the Resettlers Museum as a repository for regional materials</p>	<p>2010-2015</p> <p>2010-2015</p>	<p>CWT – incorporate the Resettlers Museum as part of the Town’s Tourism Strategy Budget</p> <p>IB – allocates cultural heritage project costs in the Budget, where appropriate</p>

CULTURAL PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
3. Cultural Inventory	<p>CWT - through the various collections and displays of the Town's culture and traditions, it is clear that CWT and the immediate region is rich in heritage and cultural traditions</p> <p>IB – has its own heritage and culture, some of which overlaps with CWT, and needs to be compiled and preserved</p>	<p>CWT – determines its plans for compiling and presenting the Town's heritage and culture from a thorough knowledge of what is available in the Town or region that can be collected over various time periods</p> <p>IB – through the Indian Bay Development Committee, and in concert with groups such as the Indian Bay Ecosystem Corporation, the Town continues to support plans for compiling its heritage and cultural traditions</p>	<p>CWT – to guide Council in allocating funds for compiling heritage and cultural resources for the Town (and region), Council to prepare a Cultural Resources Inventory to determine the nature of the resources available, who has what, and what needs to be done to collect, organise and present the Town's (or region's) heritage and culture</p> <p>(Note that the proposed Cultural Resources Inventory is also referenced under the Social Pillar relevant to the skills and experiences of seniors)</p> <p>IB – supports, where possible, efforts to compile and present the Town's (or region's) heritage and culture</p> <p>CWT & IB – to discuss where the Towns and local groups can collaborate in collecting and presenting heritage and cultural traditions of the CWT- IB region through a Cultural Resources Inventory</p>	2010-2011	<p>CWT & IB – none, since the Inventory will probably be compiled in-house in co-operation with local groups interested in heritage and culture, except if a student or part-time researcher is hired</p>

ECONOMIC SUSTAINABILITY

Economic development encompasses planning and delivery of services that are aimed at growing the wealth of a Town. New wealth is generated from business attraction, expansion and retention, and economic development plans are aimed at these objectives. To attract business investment, local economies must have (or be close to) competitive infrastructure – zoned and available land, water / sewerage services, roads and bridges, health services, telecommunications, skilled labour, post-secondary educational facilities, energy, a business climate (defined by a business tax regime, a process for regulatory approvals, etc.) and collaborative networks among government, business and services.

Towns that are economically sustainable are usually diversified with respect to the types of basic industry generating wealth within, and are well connected to the economic region surrounding them. A sustainable community must also, importantly, be able to attract talented people, and talented people more and more are seeking distinctive places to live and work. Distinctive places are very often characterised by their community “spirit” rather than tangible infrastructure.

Another related measure of economic sustainability is the ability of the municipality to be financially viable – to ensure that annual revenues of Council equal or exceed overall expenditures on an ongoing basis. To a large extent, viability is dependent on the Town’s tax base, being able to maintain and replace old infrastructure, developing and financing innovative programmes and projects, and being able to secure external sources of funding.

Summary of Economic Sustainability Issues

Economic issues identified by the [Town of Centreville-Wareham-Trinity](#) and highlighted in the Economic Sustainability Matrix on the following pages include:

Economic Sustainability: providing a full range of business, economic development and financial services to residents.

Tax & Revenue Base: remaining a strong, vibrant Town with an adequate tax base and viable economy.

Economic Development: planned growth and sustainability for the Town and broader region.

Regional Development: the need for regional approaches to certain areas of economic development.

Housing Development: addressing limitations of land availability through new housing developments.

Business Support & Promotion: the diversity and depth of the Town's business community, reflected in CWT being the "Entrepreneurial Small Town Capital of NL".

Business Opportunities: the ongoing need to attract business and maintain a solid tax base through long-term planning.

Tourism Development: the need to improve tourist visitation rates to the Town - within a regional context and guided by an Economic Development Strategy.

Signage & Trails: the need for increased tourist activity through better signage on roads and trails.

E-Technology: a growing need for an interactive web presence for the Town, especially to promote the Town for economic development and tourism purposes.

Gambo By-Pass: the several benefits of a new Gambo by-pass.

Economic issues identified by the [Town of Indian Bay](#) and highlighted in the Economic Sustainability Matrix on the following pages include:

Economic Sustainability: addressing economic sustainability issues particularly those related to the Town's capacity and growth potential.

Tax & Revenue Base: the financial capabilities of Council to address issues and implement initiatives.

Economic Development: taking advantage of the Town's development potential to grow its tax base.

Regional Development: determining opportunities to participate in regional initiatives.

Housing Development: encouraging residential infrastructure development to attract new residents.

Business Support & Promotion: identifying strategies to support the business community.

Business Opportunities: expanding the Town's tax base by attracting new businesses.

Tourism Development: addressing the current decline in fishing and wilderness related tourism activities by capitalising on the Town's tourism potential.

Signage & Trails: addressing poor road and trail signage.

E-Technology: addressing the Town's capacity deficit in the use of e-technology.

Summary of Economic Sustainability Actions

Specific economic sustainability actions which the Town of Centreville-Wareham-Trinity is proposing include:

Economic Sustainability: preparing a comprehensive Economic Development Plan.

Tax & Revenue Base: relying on the Town's Finance Committee to provide sound fiscal advice to Council.

Economic Development: promoting economic prosperity through an Economic Development Strategy and regional approaches to "branding" the Town and region.

Regional Development: seeking regional staffing for economic development through Joint Council initiatives.

Housing Development: developing a new subdivision / housing lots and seniors' housing.

Business Support & Promotion: enhancing the existing business community through a Business Retention and Expansion Plan.

Business Opportunities: through a marketing campaign, pursuing an integrated approach to opportunity identification in a number of priority business areas.

Tourism Development: developing and implementing a Tourism Plan to integrate with other initiatives.

Signage & Trails: developing a consistent and inclusive signage system for tourism enhancement.

E-technology: developing an interactive community web-site and integrating the use of other E-technology tools for social and economic development.

Gambo By-Pass: approaching the Joint Council to propose a regional voice in advocating for the Gambo by-pass.

Specific economic sustainability actions which the Town of Indian Bay is proposing include:

Economic Sustainability: developing a list of economic and tourism priorities for the Town.

Tax & Revenue Base: conducting a financial review of the Town's tax revenue and debt management capacity.

Economic Development: working with local groups to prepare economic development priorities.

Regional Development: considering participation with other municipalities in hiring a regional Economic Development Officer.

Housing Development: investigating the feasibility of developing new housing units.

Business Support & Promotion: working with existing businesses to address their needs.

Business Opportunities: exploring the development of a business attraction plan.

Tourism Development: developing plans to promote tourism opportunities.

Signage & Trails: developing better road and trails signage.

E-technology: addressing the Town's e-technology needs;

Areas for Potential Collaboration on Economic Sustainability Action

Areas and issues identified under the Economic Sustainability pillar (and shown in the matrix on the following pages) where there is potential for both the Towns of Centreville-Wareham-Trinity and Indian Bay to collaborate:

Economic Sustainability: capitalising on joint tourism and other economic development opportunities which are best approached on a regional basis.

Economic Development: working with organisations on development and tourism.

Tourism Development: coordinating and building strategies related to shared tourism resources / facilities, especially those crossing municipal boundaries.

Signage and Trails: the need for consistent regional signage and tourism information.

Gambo By-Pass: pursuing a regional approach to lobby efforts.

ECONOMIC PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
1. Economic Sustainability	<p>CWT – with a relatively stable population and growing business community, CWT is well able to raise tax revenues to provide a full range of economic development services to its residents</p>	<p>CWT - the Town is financially and economically sustainable, and it actively supports and promotes business, economic and tourism development.</p>	<p>CWT – to strengthen and promote the Town’s financial and economic sustainability, Council to embark on preparing a comprehensive Economic Development Strategy for CWT</p>	2010-2011	<p>There will be expenditures associated with preparing the Strategy, which may be eligible in part for Gas Tax funding</p>
	<p>IB – has a declining population and a limited number of businesses in the Town which means its annual tax revenue base is relatively static thereby limiting Council in its efforts to provide basic services. However, Council has identified several key areas for economic and tourism growth based on the unique marine and environmental resources in, and adjacent to, the Town</p>	<p>IB – although it is a small Town with a limited tax base, IB is financially and economically sustainable so that it can provide basic services to its citizens and promote economic and tourism development</p> <p>CWT & IB – capitalises on economic and tourism opportunities in the region, and the two Councils work together in areas that benefit both Towns</p>	<p>IB – Council, with the co-operation of the Indian Bay Development Committee and the Indian Bay Ecosystem Corporation, to develop a list of economic and tourism priorities for implementation in future years</p> <p>CWT & IB – to determine economic and tourism development areas that are best approached on a regional basis</p>	2010-2011	<p>Some financial outlays will be required to identify and capitalise on economic development and tourism opportunities</p>
2. Tax & Revenue Base	<p>CWT – is a strong and vibrant Town, but with a higher mill rate than IB and considerable debt to be serviced</p>	<p>CWT - has an adequate and growing tax base and financial review system to support a full range of services that are not a burden to the Town</p>	<p>CWT - has appointed a Finance Committee that is crucial to the Town’s management of its financial affairs</p>	2010	None
	<p>IB - has a lower mill rate than CWT, and the Town has no debt, but Council is restricted in what it can do financially because of a static tax base, few businesses generating tax revenues and a reluctance to assume municipal debt</p>	<p>IB – with a limited municipal tax base, but considerable potential to accrue revenues from new developments, the Town proceeds cautiously to balance expenditures with new opportunities in order to maximise its growth potential</p>	<p>IB – to conduct a financial review of its tax, revenue and debt capabilities to develop a financial sustainability plan for the next five years</p>	2010-2015	None

ECONOMIC PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
3. Economic Development	<p>CWT – recognises that economic development is a principal “engine for growth” which Council must promote in order to maintain the Town’s economic viability</p> <p>IB – recognises that if its tax base is to grow, Council has to take advantage of the Town’s economic development and tourism potential</p>	<p>CWT – Council acts as a strong advocate for economic development in the Town and region that results in significant annual growth and competitiveness</p> <p>IB – Council is successful in realising its economic and tourism growth potential</p>	<p>CWT - Council to promote regional economic development through a marketing campaign developed as part of the Town’s new Economic Development Strategy, “branding” the Town to meet economic development objectives and through other initiatives, such as community enhancement</p> <p>IB – to work with local organisations to develop a programme of wise investments in economic and tourism development</p>	<p>2010-2011 for Strategy Development, with implementation through to 2015</p> <p>2010-2015</p>	<p>\$20,000 - \$30,000 for professional services to prepare Strategy. Expenditures beyond 2011 unknown</p> <p>Unknown at this point</p>
4. Regional Development	<p>CWT – recognises that whereas the Town has considerable potential to promote economic development, there is some merit in collaborating with other communities throughout Bonavista North to “brand” the broader region for business, economic and tourism development purposes</p> <p>IB – while limited in terms of its financial and human resource capabilities, Council recognises the value of approaching economic development from a regional perspective</p>	<p>CWT – to ensure a coordinated approach to economic and business development in the Bonavista North region, and to fully capitalise on the region’s potential, Council works closely with neighbouring communities through the Joint Council and the Kittiwake Economic Development Corporation (KEDC)</p> <p>IB – through participation in a regional approach to economic development, new businesses are attracted to the IB area, and existing businesses are able to grow and develop</p>	<p>CWT – Council to propose through the Joint Council that a Development Officer position be established to serve Bonavista North whose costs are shared equitably among participating municipalities - probably in co-operation with the KEDC</p> <p>IB – has the option to participate in hiring the services of a regional Economic Development Officer (EDO) position as described above</p>	<p>2010-15</p> <p>2010-2015</p>	<p>both Towns can probably expect to contribute to the costs of an EDO position based on their respective populations and financial capabilities, and with the concurrence of the KEDC</p>

ECONOMIC PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
7. Business Opportunities	<p>CWT – the Town needs new business opportunities to grow the economy, keep people in the Town and increase its revenue base</p>	<p>CWT - continually expands its commercial tax base by attracting several new businesses and industries annually that provide a measure of stability, revenue generation and employment for the Town. New businesses are started annually in the Town – the actual target to be set each year.</p>	<p>CWT - develops a marketing campaign as part of its Economic Development Strategy and otherwise encourages new business development in the Town. Council explores and identifies selected business opportunities for the Town, in the areas of manufacturing, seniors’ services, retail and tourism.</p>	2010-2015	None, except for minor promotional costs
	<p>IB – the Town needs to expand its tax base to attract new businesses</p>	<p>IB – Council to focus on attracting new businesses to the Town</p>	<p>IB – works with local groups and committees to set up a business attraction plan</p>	2010-2015	None
8. Tourism Development	<p>CWT - tourist visitation, and associated revenues, are not strong, but the tourism potential of the Town and surrounding region is significant</p> <p>IB – despite being the “Sports Fishing Capital of Bonavista North”, IB does not realise the level of tourist visitation it should</p> <p>CWT & IB – a lack of accommodations and food establishments and absence of a strong “brand” may be limiting the region as a tourist attraction</p>	<p>CWT – the Town’s marine environment, culture and history, and proximity to the Indian Bay ecosystem accounts for an annual increase in tourism visitation</p> <p>IB – the Town’s position as the “Sports Fishing Capital” of the region and its proximity to the vast ecosystem and watershed area is fully promoted to ensure high levels of tourist visitation</p> <p>CWT & IB – the two Towns coordinate their tourism potential to maximise visitation to the region</p>	<p>CWT - Council to prepare a Tourism Plan as a key component of its Economic Development Strategy which develops a brand for the Town /region to overcome limitations to enhanced tourism</p> <p>IB – to work with local groups and committees to promote the Town’s tourism potential and especially to solidify its “Sports Fishing Capital” position</p> <p>CWT & IB – ideally the two Towns to work together to realise their tourism potential and that of the region, as well as ensure tourism-oriented facilities are available</p>	2010-2015	Minor promotional and branding costs each year

ECONOMIC PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
9. Signage & Trails	<p>CWT & IB – tourist visitation to both Towns and the region is constrained by poor road signage and little promotion of the region’s (summer and winter) trail network</p> <p>Community enhancement through better signage is described further under the Environmental pillar</p>	<p>CWT & IB – the ability of CWT and IB to attract tourists, and in particular travelers along routes 320 and 330, to stop / stay in the region, is improved by the installation of better and more coordinated road and trail signage on the approaches to, and within, the region, as well as better promotions of this region as “Newfoundland’s East Coast Outdoor Recreation Paradise”</p>	<p>CWT & IB – to develop better signage and promotions for existing summer attractions such as waterfalls, ocean views, wildlife viewing, hiking trails, berry picking, swimming holes, pony rides, scuba diving and access to the islands in the Bay, as well as for winter activities, such as skidooing, ice fishing, snowshoeing and cross-country skiing</p> <p>Consideration to be given to promoting the Towns’ and region at key Visitor Information facilities along the TCH and route 320</p> <p>Where practical, both Towns to work together on this issue</p>	2010-2015	Variable costs for road and trail signage, etc.
10. E-Technology	<p>CWT – the Town does not rely to any degree on a web-site or other e-technology to promote business, economic and tourism opportunities</p> <p>IB – Council does not have the capacity to use e-technology in promoting local businesses or the Town’s significant tourism potential</p>	<p>CWT & IB – both Towns, perhaps to varying degrees, promote development opportunities “on-line”</p> <p>See further discussion on e-technology under the Governance pillar</p>	<p>CWT – as part of its tourism planning, business promotions and Economic Development Strategy, the Town to develop appropriate e-technology tools, such as a stand-alone and linked web-site</p> <p>IB – to start acquiring e-technology capabilities in order to promote development and tourism opportunities in the Town and region</p>	2010-2012 2010-2015	<p>Costs associated with e-technology acquisition and training</p> <p>Costs associated with introducing e-technology hardware and software to the Town, and for training</p>

ECONOMIC PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
11. Gambo By-Pass	<p>CWT & IB – currently, road connections between Bonavista North and Gander (and points west) are constrained by the time taken to travel through the long stretch in Gambo when joining or leaving the TCH. In addition to this being inconvenient, it lowers the chances of CWT and IB residents commuting to Gander and Gander-based businesses re-locating to Bonavista North</p>	<p>WT & IB – with a Gambo By-pass constructed between Hare Bay and Square Pond on the TCH just outside Gander, considerable time is taken off of the journey. This acts as an incentive for people working in Gander to move to Bonavista North (less commuting time) and for Gander-based businesses to re-locate to the region so that people can commute from Gander to Bonavista North</p> <p>Further, the by-pass may stimulate tourist traffic and assist freight shipments between Bonavista North and Gander (and points west)</p>	<p>CWT & IB – in order to enhance the region’s economic sustainability, the Towns to secure the agreement of the Bonavista North Joint Council to advocate on behalf of all municipalities for the Gambo By-pass</p>	2010-2015	<p>None, except travel costs for Councillors / staff to attend Joint Council meetings and / or meet with government officials in Gander or St. John’s</p>

TOWN GOVERNANCE

Centreville-Wareham-Trinity and Indian Bay have very different governance issues, capacities and needs. However, both understand the need for firm sustainability planning within their respective contexts in order to ensure that the plans articulated here are able to be instituted and maintained over time. The main difference between the two Towns is the degree of scale.

Both Councils also recognise that all rural communities in NL are experiencing social, cultural and economic change, and addressing these changes is essential if their Towns are to be sustainable. Both Councils have a positive attitude to their Towns' futures and are convinced they will thrive, grow and develop. Perhaps, IB sees the problems facing Council in a more pessimistic and different light than CWT.

Sustainable Governance is an indication of a Town Council's ability to provide the necessary infrastructure and civic services for residents and visitors. This involves maintaining such basic services as road repairs and upgrades, safe drinking water supplies and efficient and environmentally friendly waste management and disposal systems. In addition, it is a common expectation that Towns will provide basic parks and recreational facilities for the use of citizens.

Fundamental to the provision of these services is ensuring that Councils have sufficient funds, from all available sources, to initiate and maintain them - both now and into the future. To do so, they must manage their capital assets with a careful eye to future upgrades, repairs and replacement. Equally, Councils must provide for an equitable tax system and be able to access other sources of funds for specific initiatives.

Municipal government is a basic democratic process that, when functioning properly, it provides leadership reflecting the needs and priorities of the citizenry. Ensuring good and responsible governance into the future is an important aspect of long-term sustainability. While Councillors must attend to the day-to-day affairs of the Town, they must also create an atmosphere of engagement with people and businesses. This engenders public interest in the affairs of the Town and encourages greater individual participation in municipal government.

Under the Governance pillar of this Plan, both Councils' intended actions regarding all aspects of ensuring a vibrant and forward-looking municipal government are presented. As the Governance Matrix below indicates, Councils intend to initiate a wide variety of actions and programmes to address the various concerns of citizens, demonstrate their effective leadership role and prove they are the custodians of the futures of their Towns.

In consultations with residents, businesses and organisations in both municipalities during the development of this ICSP, a number of consistent messages were heard and pressing issues identified.

Summary of Governance Issues

Governance issues identified by the Town of Centreville-Wareham-Trinity and highlighted in the Governance Matrix on the following pages include:

The Towns: maintaining and growing the Town towards its Vision and preserving its position as the “Entrepreneurial Small Town Capital of NL”.

Town Governance: enhancing the already fairly high level of interaction within the community.

Town Planning: integrating the Town’s Municipal Plan with the ICSP.

ICSP Monitoring and Evaluation: ensuring the effectiveness of the ICSP and seeking collaboration and support through regional co-operation.

Council Capabilities: ensuring ongoing continuity on Council across elections and into the future.

Meetings & Processes: maintaining effective and open municipal decision-making processes.

Staffing: implementing on-going staffing needs, gap assessments and planning.

Skills & Training: ensuring there are continuous opportunities for staff to participate in training, skills upgrading and professional development (capacity building) to meet Council’s changing needs.

Council Committees: using Council Committee (internal) and Committees of Council (external) effectively.

Community Participation & Involvement: capitalising on current public interest in municipal affairs and creating more opportunities for Council to interact with citizens.

Town Infrastructure: maintaining the Town’s infrastructure assets using planning tools such as a Capital Investment Plan and PSAB procedures.

Web Site: making effective use of on-line tools to meet the Town’s communications and public consultation needs.

Volunteer Fire Department: continued support for this highly valued and respected service.

Emergency Measures Planning: preparing and implementing a formal Emergency Response Plan (ERP) which encompasses regional strategies and procedures.

Collaborative Services: seeking mutually valuable opportunities through co-operation with Indian Bay.

Regional Co-operation: exploring regional strategies and membership in regional organisations to promote economic development in the Bonavista North area.

Regional Cost Sharing: finding cost efficiencies by sharing certain municipal costs with other regional municipalities.

Governance issues identified by the [Town of Indian Bay](#) and highlighted in the Governance Matrix on the following pages include:

The Towns: maintaining and growing the Town towards its Vision.

Town Governance: raising citizens' interest and participation in municipal affairs.

Town Planning: integrating its land development procedures with the ICSP.

ICSP Monitoring and Evaluation: ensuring the effectiveness of the ICSP.

Council Capabilities: identifying Council's need for assistance in meeting its municipal responsibilities.

Meetings & Processes: adopting formal procedures to address governance issues, such as the upcoming implementation of the CIP and ESAB procedures.

Staffing: addressing staffing issues.

Skills & Training: participating in ongoing training and capacity building to meet the Town's changing needs.

Council Committees: using Committees to broaden Council's capabilities.

Community Participation & Involvement: encouraging citizens to interact with Council in constructive ways and assist in future plans and developments.

Town Infrastructure: developing infrastructure assets and implementing PSAB procedures.

Volunteer Fire Department: continuing the Town's support for, and involvement in, this valued service.

Emergency Measures Planning: identifying emergency response measures for the Town.

Collaborative Services: identifying areas and strategies of mutual benefit with CWT.

Regional Co-operation: identifying practical, regional strategies with other municipalities in Bonavista North that will benefit the Town.

Regional Cost Sharing: pursue potential cost-sharing arrangements with other Towns.

Summary of Governance Sustainability Actions

Governance actions identified by the Town of Centreville-Wareham-Trinity, and reflected in the following Governance Matrix, are:

The Towns: implementing various measures to increase revenues and fulfill the Town's objectives to become / remain a fully sustainable community.

Town Governance: continuing to enhance communications with residents and surrounding communities.

Town Planning: integrating the Municipal Plan and the ICSP.

ICSP Monitoring & Evaluation: adopting an annual ICSP monitoring and evaluation process.

Council Capabilities: preparing a Policies and Procedures Background Manual and availing of training opportunities.

Meetings and Procedures: making sure meetings and other Council activities are consistent with policies and procedures, as well as other requirements.

Staffing: carrying out an internal HR needs assessment and considering the introduction of a Town Manager position.

Skills and Training: supporting and sponsoring HR training.

Council Committees: reviewing the need for, and organising, Council Committees, and encouraging greater citizen participation on Committees.

Community Participation & Involvement: continuing to distribute Council's Newsletter, holding Town Hall meetings and developing a web-site.

Town Infrastructure: refining the Capital Investment Plan and PSAB procedures to better forecast future infrastructure requirements.

Web Site: exploring the incorporation of BizPal services into the Town's new web-site.

Volunteer Fire Department: ensuring periodic consultation with, and continued support for, the VFD.

Emergency Measures Planning: developing and implementing an Emergency Response Plan by December 2012.

Collaborative Services: determining areas of practical collaboration with Indian Bay.

Regional Co-operation: seeking opportunities at all levels with regional organisations.

Regional Cost Sharing: identifying areas of savings through cost-sharing services with other municipalities.

Governance actions identified by the [Town of Indian Bay](#), and reflected in the following Governance Matrix are:

The Towns: implementing various measures under the five Sustainability pillars.

Town Governance: planning for greater capacity building.

Town Planning: integrating the ICSP with Town planning procedures.

ICSP Monitoring & Evaluation: instituting a specific schedule of ICSP monitoring and review.

Council Capabilities: seeking assistance to increase Councillor and staff municipal capabilities.

Meetings & Processes: developing and integrating CIP and PSAB procedures.

Staffing: reviewing staff HR needs and requirements.

Skills & Training: seeking out and supporting training programmes.

Council Committees: exploring the establishment of Council Committees.

Community Participation & Involvement: holding periodic public consultation meetings.

Town Infrastructure: developing and implementing an Inventory of Capital Assets, CIP and PSAB procedures to better forecast the Town's infrastructure needs.

Volunteer Fire Department: continuing to support the VFD.

Emergency Measures Planning: developing and implementing an Emergency Response Plan by December 2012.

Collaborative Services: determining areas of practical collaboration with Centreville-Wareham-Trinity.

Regional Co-operation: seeking practical opportunities at all levels with regional organisations.

Regional Cost Sharing: identifying areas of savings through cost-sharing services with other municipalities.

Areas for Potential Collaboration on Governance Sustainability Action

Areas and issues identified under the Governance pillar (and shown in the matrix on the following pages) where there is potential for both the Towns of Centreville-Wareham-Trinity and Indian Bay to collaborate include:

The Towns: implement sustainability measures common to both Towns, where practical.

Community Participation & Involvement: consider holding public consultation meetings for issues affecting the CWT-IB region.

Volunteer Fire Department: ensure periodic consultations with, and continued support for, the VFD throughout the CWT-IB region.

Emergency Measures Planning: while both Towns will develop and implement their own Emergency Response Plans, some issues are best dealt with on a regional basis.

Collaborative Services: determine areas of practical collaboration between the two Towns.

Regional Co-operation: seek opportunities for both Towns at all levels with regional organisations.

Regional Cost Sharing: the Towns to identify areas of savings through cost-sharing services with other municipalities.

GOVERNANCE PILLAR

Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
1. The Towns	<p>CWT – is a growing Town of 1,122 people (1996) with a diverse range of residential, business and institutional constituents, whose tax base is growing and its growth potential is significant</p> <p>IB – is a small, stable Town of 196 people (1996), with a few new and young families taking up residence since the last Census , but with a limited number of businesses and institutions. The Town’s tax base is stable, but there is good growth potential in certain key sectors or areas</p>	<p>CWT – to maintain and grow its position as the “Entrepreneurial Small Town Capital of NL”, and as a good, safe place for people to raise families and for seniors, by investing its tax and other revenues wisely to achieve environmental, social, cultural and economic sustainability objectives</p> <p>IB – to overcome issues related to the Town’s governance and its limited tax base to maintain its position as a small, autonomous and sustainable community immediately adjacent to the larger Town of CWT, as well as capitalise on its growth potential , especially as the “Sports Fishing Capital of Bonavista North”</p>	<p>CWT – to adopt and implement a series of coordinated and integrated measures detailed under the Environmental, Social, Cultural, Economic and Governance pillars of this ICSP - some of these in co-operation with Indian Bay</p> <p>IB – will adopt and implement a series of coordinated and integrated measures detailed under the Environmental, Social, Cultural, Economic and Governance pillars of this ICSP, some of these in co-operation with Centreville-Wareham-Trinity</p>	<p>2010-2015 and beyond</p> <p>2010-2015 and beyond</p>	<p>See entries under each of the five pillars</p> <p>See entries under each of the five pillars</p>
2. Town Governance	<p>CWT –the composition of the Council changed significantly in the 2009 election, but there is usually competition for the 7 Council seats during municipal elections</p> <p>IB – in the 2009 election, Council encountered difficulty in filling its Councillor positions and all 5 members were acclaimed, indicating a lack of willingness on the part of residents to put themselves forward for municipal office</p>	<p>CWT - Council continues to grow its position within the Town as a respected governing authority that has the support of residents, businesses and organisations</p> <p>IB – works with constituents to ensure Council is seen as a legitimate and respected governing body that adequately reflects the interests of IB, such that in future years there is competition for Council seats during elections</p>	<p>CWT – to continue to follow the basic principles of good governance, establish avenues of public consultation and seek co-operation with Town residents and neighbouring communities</p> <p>IB – to develop sound principles of governance, and work closely with Town residents, businesses and organisations, with the aim of raising the profile of Council as a respected and representative body that reflects Town interests</p>	<p>2010-2015 and beyond</p> <p>2010-2015 and beyond</p>	<p>Minor Budgetary allocations aimed at improved governance, greater public communication and further co-operation</p> <p>Minor Budgetary allocations aimed at better governance, greater public interaction and further co-operation in and between Towns</p>

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
3. Town Planning	<p>CWT – has a Municipal Plan in place to guide Council in its land, development and zoning decision-making</p>	<p>CWT – the Town’s Municipal Plan is revised and integrated with the ICSP</p>	<p>CWT – the Town to integrate its Municipal Plan and ICSP (the Plan is due to be updated in 2011)</p>	2010-2011	None, unless the plan requires review / updating
	<p>IB – does not have Municipal Plan, but rather is guided by a set of land-use, zoning and development policies and procedures</p>	<p>IB – should the Town decide not to prepare a Municipal Plan, its land-use, zoning and development procedures are revised and integrated within the ICSP</p>	<p>IB – the Town to integrate its land-use, zoning and development procedures within the ICSP</p>	2010	None, unless consultancy services are hired to either prepare a Municipal Plan or update Council’s procedures and policies
4. ICSP Monitoring & Evaluation	<p>CWT & IB – both Towns have commissioned a collaborative ICSP which indicates sustainability areas where Towns act independently and those through which there are opportunities for the Councils to consider co-operative actions</p>	<p>CWT & IB – the measures implemented in the adopted ICSP are monitored carefully and the Plan is evaluated periodically to ensure sustainability objectives are being met</p>	<p>CWT & IB – both Towns to adopt and implement the ICSP. Each Council will extract from the Plan measures that apply to their Town, either independently or collaboratively</p> <p>Both Councils to devise an appropriate monitoring and evaluation procedure for their Town, perhaps based on the ICSP Pillar Evaluation Matrix[©] provided (without charge) by the Consultants to the Councils as a separate document</p>	2010-2015 and annually thereafter	None

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
5. Council Capabilities	<p>CWT – Council as a whole, and especially new Councillors, may lack the background history of Council activities and, therefore, they risk repeating errors of the past</p>	<p>CWT - all Councillors possess the necessary knowledge of Council activities and the skills to lead the community into a sustainable future, including the efficient implementation of new procedural directives issued by the Department of Municipal Affairs</p>	<p>CWT - Council and staff to prepare a (Policies & Procedures) Background Manual to guide Councillors in dealing with ongoing and new issues, initiatives, policies, etc. The Manual will be especially useful when new Councillors come to Council</p> <p>Council will also encourage and make provisions for Councillors and staff to participate in the AGM, Symposium and other activities offered by MNL / PMA</p>	<p>March 2010 - March 2011</p>	<p>Minimal printing, copying and binding costs to be expended in 2010</p> <p>Travel and related costs to attend MNL / PMA and other functions</p>
	<p>IB – the 5-person Council does not have the strategic abilities to cope with many current issues facing the Town, particularly fiscal limitations imposed by its restricted tax base, handling new directives issued by government and, by extension, how to realise fully the Town’s growth potential</p>	<p>IB – Council as a group, and individual Councillors, act decisively, in unison and effectively to overcome current limitations and implement new government directives that enable the Town to grow, develop and realise its full potential</p>	<p>IB – Council to encourage and make provisions for Councillors and staff to participate in the AGM, Symposium and other activities offered by MNL / PMA</p> <p>Council to seek professional assistance in various aspects of municipal governance –for example, roles and responsibilities, procedures and decision-making</p>	<p>2010-2015</p> <p>2010-2011</p>	<p>Travel and related costs to attend MNL / PMA and other functions</p> <p>To be determined</p>

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
6. Meetings & Processes	<p>CWT – Council meets regularly (at least once a month), meeting times are made public, meeting agendas are prepared in advance and good minutes are kept of all meetings. Further, Council’s annual budget is prepared during the Fall following a set procedure. It is reviewed and adopted by Council and submitted to Municipal Affairs for approval</p>	<p>CWT – Council continues to prepare and hold regular Council meetings following a set of effective and acceptable procedures. The annual Budget preparation process is guided by the Town’s Capital Investment Plan, Annual Capital Works Plan and list of Initiatives / projects for the year</p>	<p>CWT – Council to integrate PSAB, ICSP and asset management principles in order to assist it in its future governance of the Town’s affairs. Once developed, Council to adopt and adhere to its Policies and Procedures Manual</p>	2010 and annually thereafter	None, except staff resource time
	<p>IB - Council meets regularly (at least once a month), meeting times are made public, meeting agendas are prepared in advance and minutes are kept of all meetings. Council’s annual Budget is prepared during the Fall, but it is not always reviewed in detail by Council. After adoption, the Budget is submitted to Municipal Affairs for approval</p>	<p>IB – Council develops and follows a set of Policies and Procedures that guide its regular Council meetings, as well as a Capital Investment Plan, annual Capital Works Plan and a list of Initiatives / projects prior to each budgetary year that it intends to implement</p>	<p>IB – to develop and integrate a Capital Investment Plan, Capital Works Programme, PSAB compliance and other plans and techniques that will help ensure the Council’s effective governance of the Town. This includes, and in fact necessitates, greater use of computerised resources</p>	2010-2015	Some basic investment in office resources and Council / staff training, and possibly for assistance in Strategic Planning development

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
7. Staffing	<p>CWT - has relatively new as well as experienced full time members of staff who possess most of the necessary skills and resources to manage and co-ordinate the business of Council. However, the roles and responsibilities of Council are changing rapidly as a result of this ICSP and other government initiatives</p>	<p>CWT - the Town has a full staff complement with all of the skills and resources necessary to manage and coordinate both the old and new business of Council</p>	<p>CWT – Council to conduct an internal Human Resources (HR) Needs Assessment to identify skill requirements and gaps among permanent and temporary staff positions. Ultimately, the Town to prepare its own long-term Human Resources Plan</p> <p>Council to consider turning the Clerk’s position into a Town Manager’s position</p>	<p>April - December 2010</p> <p>2011-2012</p>	<p>Minimal printing, copying and binding costs to be expended in 2010</p>
	<p>IB – employs a part-time Town Clerk one week per month. The position as filled may be inadequate to carry out the full range of duties Council requires</p>	<p>IB – the Town maintains a staff complement appropriate to its size, budget and responsibilities that can cover off and handle all Town responsibilities based on a prioritised list of Council’s annual needs</p>	<p>IB – Council to identify its skill and HR requirements, (including new areas of endeavour as a result of implementing the ICSP and other directives) and develop a Plan showing how the Town’s staff complement will help Council meet its responsibilities</p>	<p>2010-2011</p>	<p>None, unless outside consulting services are required to assist in developing Council’s HR Plan.</p>
8. Skills & Training	<p>CWT - Council staff may not have specific skills or knowledge related to new proposed areas of activity such as Social or Cultural Development and PSAB practices</p>	<p>CWT - Town staff is able to identify and access the needed skills and knowledge to manage activities in new areas of governance as they appear</p>	<p>CWT - Council and staff to discuss changing HR needs, identify sources of knowledge and training and provide financial resources for Human Resource development</p>	<p>2010-2011</p>	<p>Travel and related costs for staff to attend training / skills upgrading sessions</p>
	<p>IB - Council staff may not have specific skills or knowledge related to new proposed areas of activity such as Social or Cultural Development and PSAB practices</p>	<p>IB - Town staff is able to identify and access the needed skills and knowledge to manage activities in new areas of governance as they appear</p>	<p>IB - Council and staff to discuss changing HR needs, identify sources of knowledge and training and provide financial resources for Human Resource development</p>	<p>2010-2011</p>	<p>Travel and related costs for staff to attend training / skills upgrading sessions</p>

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
9. Council Committees	<p>CWT – appoints and uses several Committees reporting to Council, including: Finance, Planning and Works, Community Enhancement and Waste Management. These Committees make recommendations to Council and have no implementation powers of their own. Other Committees, such as the Recreation and Volunteer Fire Department Committees (on which residents sit), can make decisions</p>	<p>CWT – the Town continues to be governed effectively through a combination of Council Committees (internal) and Committees of Council (involving residents), each with their own Mandate, Terms of Reference and reporting relationships</p>	<p>CWT - Council to determine needed Committees, set their respective Terms of Reference and, where appropriate, seeks and appoint citizens interested in participating on a Committee of Council</p>	2010	None
	<p>IB – there are no Committees of Council (comprising only Councillors), but Council is assisted by the Recreation Committee, Indian Bay Park Committee and the Indian Bay Development Committee that comprise both Councillors and residents</p>	<p>IB – the Town increases its effectiveness by working through a combination of a limited number of Council Committees (comprising just Councillors) and Committees of Council (involving residents) in order to spread Councillors’ / staff workloads and secure the involvement in municipal governance by Town residents</p>	<p>IB - Council to determine needed Committees, set Committees’ Terms of Reference and, where appropriate, seek and appoint citizens interested in participating on a Committee of Council.</p>	2010-2011	None
			<p>Council to determine and establish a limited number of strategic Council-only Committees, for example, Finance and Policy</p>	2010	None
			<p>Council to rejuvenate existing Committees of Council, especially the Indian Bay Development Committee</p>	2010	None

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
10. Community Participation & Involvement	<p>CWT - like many rural communities, residents have in the past seemed somewhat detached from the operations of Council. Residents rarely attend monthly Council meetings. Until recently, there has been no formal process for residents to provide input to Council activities, but two recent Town Hall meetings were successful in attracting dozens of residents</p>	<p>CWT - Council has good interactive communications with its citizens and is confident that it understands issues, concerns and desires from various perspectives. Council also is able to gain support for and participation in various Council-led initiatives</p>	<p>CWT - Council to continue to publish its Newsletter and host periodic Town Hall / consultative meetings, making improvements where needed</p>	Ongoing	Minor advertising and postal costs
	<p>Council has begun a regular Newsletter and Town Hall meetings, but is aware that it needs to communicate more effectively with its citizens, especially regarding new initiatives</p>	<p>The Town uses its frequent Newsletters, Town Hall and other consultative meetings, as well as an interactive web-site, to encourage greater communication with residents and business owners</p>	<p>Council to develop its own comprehensive and interactive web-site</p>	2010 – 2011	Budget depends on extensiveness of web-site development, but it will probably require \$4,000 in each of 2010 and 2011
	<p>IB – residents appear detached from the operations and actions of Council and rarely attend / observe formal Council meetings. However, residents appear interested in, and are sometimes volatile over, Town issues, but there are few formal avenues for them to express their opinions or offer assistance to Council</p>	<p>IB – Council raises the profile of municipal government throughout the Town – among residents, organisations and businesses. Council holds periodic Town Hall meetings on key issues facing the community and distributes a brief Newsletter on Council issues to residents</p>	<p>IB – based on the numbers of residents attending a recent public consultation meeting, Council to build on this by holding further public meetings on specific issues of the Town and region</p>	2010-2015	None
			<p>CWT & IB – Councils to consider holding public meetings on issues relating to the CWT-IB region, such as on the Indian Bay Ecosystem, the marine environment, Volunteer Fire Department or the CWT-IB Winter Carnival.</p>	2010-2015	Minimal meeting set-up costs with both Towns alternating as host

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
11. Town Infrastructure	<p>CWT – infrastructure includes the Town Hall, ancillary buildings, Fire Hall, water and sewerage distribution and treatment systems, municipal roads, several pieces of heavy equipment, garbage truck and other vehicles, as well as office and equipment. Replacement and new acquisitions are planned for using the Town’s annual Capital Works Plan</p> <p>IB – infrastructure includes the Town Hall, water and sewerage distribution systems and by-roads, as well as office and equipment. Replacements and new acquisitions are made as and when necessary, and are not always projected / identified in the Municipal Budget</p>	<p>CWT – using a detailed Capital Investment Plan (CIP) and Public Sector Accounting Board (PSAB) procedures, the Town sketches out its capital works / infrastructure needs over the next decade so that replacements and new acquisitions can be planned and budgeted for well in advance</p> <p>IB – while Indian Bay’s financial position limits the Town’s ability to upgrade its infrastructure, by conducting an Inventory of Tangible Capital Assets (TCA), developing a CIP and implementing PSAB procedures, the Town can sketch out its capital works / infrastructure needs over the next decade so that replacements and new acquisitions can be planned and budgeted for well in advance</p>	<p>CWT & IB – both Towns to develop, independently, Capital Investment Plans and adopt Public Sector Accounting Board procedures (as required by the provincial government) to better forecast their infrastructure needs over the next decade</p> <p>CWT – Council is in the process of preparing a multi-year Infrastructure Plan through its engineers that will cover (and integrate) all infrastructure types – roads, water and sewerage systems, etc. – within the Town</p>	2010-2011 and annually thereafter	Annual Budgetary allocations in both Towns for capital works and infrastructure upgrades will depend on the condition of the Towns’ buildings, water and sewerage systems, vehicles, etc. and the need by either Town to replace or acquire new infrastructure – as identified within the Inventory of Tangible Capital Assets

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
12. Web-site	<p>CWT – the Town does not have a stand-alone web-site</p> <p>IB – does not have a stand-alone web-site</p>	<p>CWT - the Town has an effective web presence that enhances its ability to communicate and interact with its citizens, as well as promote the Town and region</p> <p>Residents and businesses can pay taxes and fees online</p> <p>(see discussions of E-technology under the Economic pillar)</p> <p>IB – developing a web presence is not a high priority</p>	<p>CWT - Council and staff to review and evaluate the Town’s current web-site needs and develop a web presence appropriate to those needs</p> <p>Council to explore the capabilities and costs of using the BizPal service for municipal permitting and licensing</p> <p>IB – will take no further action regarding the Town having a web presence</p>	2010-2011, and annually thereafter	<p>Expenditures may vary with the kinds of e-technology systems acquired and the nature of required training</p> <p>BizPal subscription cost</p>
13. Volunteer Fire Department	<p>CWT - Council recognises that the Volunteer Fire Department is vital to the security of the CWT-IB region, but the VFD needs new equipment and continuous training</p> <p>IB – is reliant on, contributes financially to and supplies firefighters from the Town to, the VFD located in Centreville</p>	<p>CWT – the Fire Department is appropriately equipped to provide the best possible services to the town and region</p> <p>IB – continues to support the regional VFD</p>	<p>CWT - Council will continue to meet periodically with the VFD and thereafter determine a long-term plan for fulfilling VFD equipment, HR, budgetary and other needs</p> <p>IB – will meet with CWT Council and Fire Chief on an annual basis to discuss IB’s contribution to the services and IB’s fire security needs</p>	2010-2015	<p>Expenditures will vary with the VFD’s needs and availability of support funds</p>

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
14. Emergency Measures Planning	<p>CWT –Council will begin preparing a comprehensive Emergency Response Plan in May 2010</p> <p>IB – Council has no immediate plans to prepare its ERP, but will do so by December 2012 as per government’s directive</p>	<p>CWT & IB – the security of the two Towns in times of emergency or disaster is an important responsibility of municipal governance, and this is reflected in the development and adoption of the Emergency Response Plan</p> <p>(See Emergency Response entry under the Environmental pillar)</p>	<p>CWT & IB – both Towns to prepare ERPs (or one Plan covering the region) with significant collaboration taking place between the two Towns and throughout the Bonavista North region</p>	2010-2011	Minimal costs to develop the ERP and for municipal / VFD staff training
15. Collaborative Services	<p>CWT & IB – the two Towns collaborate informally on a number of issues affecting the CWT-IB region</p>	<p>CWT & IB –while retaining their own identity, autonomy and development paths, the Towns co-operate on a number of issues that transcend municipal borders – environment, natural resources conservation, tourism, etc.</p>	<p>CWT & IB – for those areas where both Towns can derive benefit from municipal collaboration, the Councils to determine how and when discussions should start to work out the nature of CWT-IB co-operation</p>	2010-2015	None

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Theme Area	Current Situation	Success Description	Actions Required	Time Frame	Budgetary Considerations
16. Regional Co-operation	<p>CWT – is committed to deriving benefit through broader co-operation with other Bonavista North municipalities and provincial, regional and zonal organisations on several critical advocacy-related and promotional issues</p> <p>IB – is interested in regional collaboration with other municipalities and agencies which benefits the Town</p>	<p>CWT – is an active and leading participant in regional collaborations, especially the Bonavista North Joint Council and in regional activities organised by the Kittiwake Economic Development Corporation, MNL, etc.</p> <p>IB – participates in selective regional collaborations, such as the Joint Council that derive benefits to the Town</p>	<p>CWT – to determine what organisations the Town will join (or participate in) and what benefits this will bring</p> <p>IB - to determine what organisations the Town will join (or participate in) and what benefits this will bring</p>	2010-2015	<p>Minor costs associated with Councillors` and staff travel and organisation memberships</p>
17. Regional Cost Sharing	<p>CWT – is interested in saving Town expenditures through collaboration with neighbouring municipalities</p> <p>IB – despite Council`s limited financial abilities, it is interested in saving the Town money, where possible, through collaboration with neighbouring municipalities</p>	<p>CWT – ongoing Council expenditures in areas such as procurement (stationery, computer equipment, vehicles and equipment) and specialist services (water testing, auditors, lawyers, planners, engineers, etc.) are shared equitably among several Bonavista North Towns</p> <p>IB - the Town saves money through participation in regional co-operative measures as described above</p> <p>(see Water Quality Testing entry under the Environmental pillar and hiring a regional Economic Development Officer under the Economic pillar)</p>	<p>CWT – to determine areas where it, and other neighbouring Towns, can share the costs for certain types of municipal services and procurement, and then propose such collaborative measures through the Bonavista North Joint Council</p> <p>IB – to determine where the Town may realise savings by cost-sharing services / procurement with other municipalities, and discussing with CWT an appropriate strategy for introducing a proposal to the regional Joint Council</p>	2010-2011	<p>Over the next two years, municipal budgets should realise cost savings as regional cost sharing for certain services and procurement is implemented</p>

REGIONAL CO-OPERATION

Municipalities are encouraged to use the ICSP process to develop partnerships and collaborations with other agencies and municipalities in order to enhance mutual sustainability development goals. The potential for saving financial resources through co-operative action is the primary consideration, but the Councils recognise that issues like environmental / resource protection, economic development planning and tourism may best be carried out at the regional level.

CWT and IB comprise a sub-region of the Bonavista North shore which in itself is a sub-region of the Kittiwake zone. The CWT-IB area is distinct geographically. It is essentially a self-contained area along route 320 lying between the small Hare Bay-Dover cluster to the south and Greenspond / New-Wes-Valley to the north. It is natural, then, for the two municipalities of CWT and IB to work together than with other communities in Bonavista North or elsewhere in the Kittiwake zone. Of course, through the Bonavista North Joint Council, which has recently been rejuvenated, there are opportunities for CWT and IB to work closely with other neighbouring Towns on issues of mutual interest.

The CWT-IB region is colloquially known as “Newfoundland’s East Coast Outdoor Recreation Paradise”. CWT claims to be the “Entrepreneurial Small Town Capital of NL” and IB boasts that it is the “Sports Fishing Capital of Bonavista North”. Thus, CWT and IB, individually and together appear to be quite distinct from the rest of Bonavista North and, indeed, this can quite readily justify the two Towns adopting a “regional” approach to issues, where it is practical and beneficial for them to so do.

Some informal co-operative relations have been developed over time between the Towns and people of CWT and IB. Some of these include:

- CWT-IB Winter Carnival and other festivals in both Towns,
- the service area covered by Volunteer Fire Department based in CWT,
- use of the Arena and other sports / recreation facilities,
- service by the Medical Clinic - local doctor, public health nurse, etc., and
- use of the regional CAP site.

Areas for Potential Regional Co-operation

This ICSP has identified several areas where the Towns of Centreville-Wareham-Trinity and Indian Bay could benefit from collaborating with each other. These are described in the five Sustainability matrices above.

But, there are also areas where regional co-operation among CWT and IB with neighbouring Towns is beneficial. The following are examples of such regional opportunities, some of which are referenced in the matrices:

- participation in the Joint Council,
- sharing the services and costs of a regional Water Technician,
- sharing the services and costs of a regional Economic Development Officer,
- saving money by sharing a range of services or procurement among several Towns, such as professional services (auditing, engineers, planners), purchasing of supplies (office equipment, stationery, vehicles, equipment, etc).
- future waste management service coordination,
- preparing municipal Emergency Response Plans for CWT and IB, but consulting with other Towns to ensure there is an adequate regional response should a regional emergency occur,
- where environmental and natural resource issues go beyond the borders of both Towns and require co-operation among neighbouring communities,
- in developing regional economic and tourism development strategies, and in regional marketing and branding programmes,
- where youth recreation programmes, and other recreation and social initiatives, could be made more meaningful if implemented regionally,
- regional advocacy for major issues like the proposed Gambo By-pass, and
- municipal web-sites may be linked to other web-sites in the region – perhaps, eventually, all Towns in Bonavista North may be linked to, or through, a regional website.

IMPLEMENTATION – THE NEXT STEPS

This Collaborative ICSP for the Towns of Centreville-Wareham-Trinity and Indian Bay outlines a Vision and a framework for efficient, sustainable and well-designed development in the respective communities. Through delivery of efficient municipal services, initiation and adherence to relevant policies and practices, and making wise investments of each Town's funds, both communities will achieve their sustainable development goals.

However, successful implementation of the Plan also involves:

- effective management of this Plan,
- following a consistent procedure for considering amendments to the Plan,
- preparation and adoption of annual and five-year municipal capital works plans and budgets,
- preparing and acting on recommended studies,
- working in partnership with local residents, groups and organisations to achieve the collective goals of each community, and
- developing effective and co-operative alliances with neighbouring municipalities.

The last three columns in the five Sustainability Matrices provide details on how each initiative in the ICSP will be implemented:

- the fourth column (Actions Required) identifies the actions to be taken,
- the fifth column (Time Frame) specifies over what period activities will take place, and
- the sixth column (Budgetary Considerations) shows any expenditures to be expected from the implementation of each activity.

However, the ICSP, being a guide and framework for municipal planning, does not carry with it too many specific cost estimates for implementation. Rather, it will inform the development of the Towns' Capital Investment Plans which will identify existing and anticipated infrastructure requirements and, in turn, will help Councils to determine the financial resources required to ensure sustainability. The CIPs will in turn become incorporated into the ICSP.

ICSP Adoption

Once this ICSP has been approved by both Councils, it will be adopted by way of a formal motion at a regular Council meeting in each Town. The ICSP then has to be submitted to the Department of Municipal Affairs for approval.

The Councils will endeavour to make the ICSP available to their residents, businesses and organisations for further input through:

- notices in the Towns' Newsletter, or by other appropriate means, saying that copies of the Plan (or a summary) may be reviewed or picked up at the Towns' offices,
- Town Hall consultation sessions to be held in both Towns within three months of release of the Plan.

Reviewing and Amending the Plan

Whether it be over the next year or the next decade, Centreville-Wareham-Trinity and Indian Bay will probably change – environmentally, socially, culturally and economically, or in terms of how the Towns should be governed. Where appropriate, amendments to the ICSP will be considered and adopted by Councils. Examples of when Councils may find they should amend the Plan are where:

- there is an apparent need due to changing circumstances,
- commissioned studies contain recommendations that should be accommodated in the Plan,
- important recommendations are made by the Towns' residents, such as at Town Hall meetings or special consultation sessions,
- a proposal is put forward providing sufficient information or justification to support a change to the Plan, or
- where provincial policies or regulatory directives are issued that require corresponding revisions to the Plan.

Monitoring and Evaluation

Centreville-Wareham-Trinity and Indian Bay's Collaborative ICSP is not static – it is a "living document". It can be updated and revised at any time to ensure the Plan continues to address contemporary issues.

However, Councils will undertake reviews of the Plan periodically:

- after one year, a cursory review of the Plan should be conducted – perhaps during the 2011-2012 budget planning process - so that any required revisions can be incorporated to take effect on January 1st, 2011,
- this suggests the annual reviews of the Plan be held in the fall of the year so that ICSP revisions can be coordinated with both Towns' budgetary processes,
- after two years, an extensive review of all recommendations and initiatives under the five pillar areas and other components will be undertaken by each Town, and
- thereafter, the Plan will be reviewed annually, as referenced above, with a full and exhaustive review undertaken every five years.

As with any plan, programme or project, the evaluative process is made that much easier if definitive goals are set at the outset and chronological “milestones” are identified at which time progress can be measured.

From the one-year evaluation, if any targets are not met, the relevant Council (or both Councils) will be able to determine if it / they miscalculated the stated objective - or if the target was correct, but the manner by which actions were implemented needs revising.

Ultimately, a procedure has to be agreed on by CWT and IB on how changes to the Plan will be made – especially if one Town wishes to change an element in the Plan. If a Town wishes to change the ICSP in an area that does not affect the other Town, the process would appear to be easier to handle than if that change affects both Towns.

In the spirit of co-operation, both Councils will meet annually to review the ICSP – with emphasis on the collaborative measures between the two Towns. At that meeting, each Town can inform the other of proposed changes. Presumably, this annual meeting should follow a review or evaluation exercise through which both Towns assess the Plan’s objectives, actions and outcomes.

The Towns will develop and agree on an appropriate ICSP revision procedure within six months of the adoption of the Plan.

ICSP Evaluation Matrix

To assist the Towns in monitoring and evaluating ICSP activities is an ICSP Pillar Evaluation Matrix[©] (developed by the Consultants and presented to CWT and IB as a separate document). This matrix represents a template through which Council can record:

- each Planned Activity within Theme Areas for each Sustainability Pillar,
- objectives / goals for each activity described as Planned Success Indicators,
- activity Summary to Date which documents what has been done to reach activity goals,
- Results / Achievements showing the extent to which individual goals for each activity have been met, and
- future Adjustments and Activities for the next evaluative period.

In this ICSP Pillar Evaluation Matrix[©] template, all key theme or activity areas and respective goals set in the five Sustainability Matrices can be entered.

CONCLUSION

People living in Centreville-Wareham-Trinity and Indian Bay appear to have a strong connection to their communities and pride in what these Towns have to offer. Engaging residents in planning for a bright future, and making that future happen, is the goal of sustainability planning.

The Collaborative ICSP for the Towns of Centreville-Wareham-Trinity and Indian Bay will:

- guide Councils in creating a common community Vision and objectives for their Towns,
- mobilise community resources to realise the Vision in a coordinated manner,
- enhance effective community partnerships,
- improve communication and co-operation between Councils, people and organisations,
- encourage commitment by people and organisations to act,
- provide transparency in decision-making, goals, and progress toward achieving them,
- provide a common refrain inside and outside of the Councils for questions such as:
 - what is the Plan, and
 - what should the Plan do to help Centreville-Wareham-Trinity and Indian Bay become fully sustainable communities within a specified time?
- show the value of Councils' actions towards community sustainability and a way to measure progress towards the achievement of the Towns' Vision and Plan objectives.

The most important consideration during the development of this ICSP is that the communities have unique resources and challenges. What works in another community may or may not work in Centreville-Wareham-Trinity or Indian Bay. This ICSP is a local Plan with local solutions for each Town and for the region. It is about doing better based on:

- what is known today,
- the Towns' integrated planning goals for the long term, and
- good ideas being incorporated into the Plan at points in the future.

In doing all this, we, as the Councils of Centreville-Wareham-Trinity and Indian Bay, truly believe in our Towns' common Vision and we are working towards ensuring our communities continue "to be great places for people of all ages to live, work, play and visit."

