

2007

Integrated Community Sustainability Plan

Strategic Plan 2007 - 2012

Vision Statement:

Recognizing and building upon its rich history, Bishop's Falls will continue to be a community that promotes its exceptional quality of life. Being environmentally conscious, we will become a tourist destination of choice. As a safe, secure, and interactive community Bishop's Falls will be the desired residence for all, and through a synergetic relationship with our neighbours, our goals and aspirations will be achieved.



Town of Bishop's Falls

12/07/2009



1.0 Setting the Context

In May 2006 the Bishop's Falls Town Council recognized the need for a strategic Community Development Plan, based on the belief that Bishop's Falls had not truly recovered from the demise of the Railway in 1988. Since that time the economy has continued to decline (although the work of the Bishop's Falls Development Corporation mitigated, to a certain degree, its true effects), and the social fabric of the community has also diminished. Nevertheless, Bishop's Falls has great potential that has not been realized and this, more so than all other factors, contributed to the need for a strategic approach to its development. Therefore, in that same month Council resolved to establish the Bishop's Falls Community Development Task Force to oversee the formation of a strategic plan for the community. When designing the Task Force's mandate, Council applied the following principles:

- 1) **Community Engagement:** *"Never doubt that a small group of thoughtful, committed citizens can change the world, indeed, it's the only thing that ever has (Margaret Mead)."* This quote reflects the foundation of the process. Council strongly believed the community possessed the solutions to its challenges, and directed the Task Force to engaged residents in a formal consultation process.
- 2) **Holistic Perspective:** Economic development and social development are not mutually exclusive in the context of community planning. In fact, one cannot be successfully completed without giving equal consideration to the other. Council, therefore, mandated the Task Force to address both social and economic issues through the strategic Community Development Plan.

In November 2006 the Task Force officially began the process of engaging the community through focus groups, surveys, and a roundtable. Businesses and residents were the targets of all efforts to ensure the social and economic sectors were being addressed. In June 2007 the community engagement process concluded with a public prioritization session, solidifying the Plan's goals and objectives. Thus, this strategic Community Development Plan incorporates eight (8) months of community based research as prioritized by the residents of Bishop's Falls.

On December 1, 2009, during a special Public Meeting, Council reviewed the Community Development Plan and made several changes to reflect the Town's current environment. Since the Plan was adopted in June 2007, many events occurred that altered the municipal landscape. As such, new goals, objectives and initiatives have been added (others were removed), and the life of the Plan was extended by two (2) years. The Community Development Plan is now regarded as an Integrated Community Sustainability Plan. Both terms are used interchangeable throughout the document.

2.0 Bishop's Falls Community Development Task Force

2.1 Composition

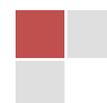
The Bishop's Falls Community Development Task Force contained a mix of residents, business leaders, and representatives of several government departments and agencies. Council's Economic Development Committee selected members of the Task Force based upon their experience and ability to contribute to the process. In the end, the Task Force was comprised of the following individuals, representing both economic and social sectors:

Name	Representative Capacity	Background
Ms. Jody Fancey	Town of Bishop's Falls (Mayor)	Economic Development
Ms. Jose Budgell	Town of Bishop's Falls (Deputy Mayor)	Education
Mr. Barry Saunders	Town of Bishop's Falls (Councillor)	Government
Ms. Kim Hannon	Community Representative	Health
Mr. Mike Thomas	Community Representative	Business
Mr. Ken Luff	Community Representative	Business
Mr. Doug Tucker	Community Representative	Economic Development
Mr. Leo Morgan	Community Representative	Business
Mr. Lloyd Reid	Community Representative	Emergency Services
Mr. Alan Sutton	Community Representative	Youth
Ms. Toni Elliott	Town of Bishop's Falls (Clerk/Manager)	Municipal Admin
Mr. Dave Vardy	Innovation, Trade, and Rural Development	Strategic Planning
Mr. Scott Dawe	Atlantic Canada Opportunities Agency	Economic Development
Mr. Don Frampton	Innovation, Trade, and Rural Development	Economic Development
Mr. Rod French	Exploits Valley Economic Dev. Corp.	Economic Development
Mr. Chris Marsh	Service Canada	Social Policy

2.2 Mandate

On January 23, 2007 the Bishop's Falls Town Council officially established the Task Force's mandate, which is as follows:

1. Recommend to Council a vision statement, developed by the community, for the Town of Bishop's Falls;
2. Review the economic and social climates in Bishop's Falls, and recommend to Council a three-year strategic Community Development Plan addressing social and economic needs with short, medium, and long-term goals with realistic targets;
3. Review the economic and social development plans for the Exploits Valley Region and Province, and ensure the three-year strategic Community Development Plan identifies possible partnerships and is aligned with Regional priorities;



4. Provide Council with recommendations as to its role in economic and social development;
5. Provide Council with recommendations as to how it can best implement and evaluate the three-year strategic Community Development Plan;
6. Provide Council with recommendations regarding the establishment of Community Advisory Committees (including compositions and mandates) to assist with the implementation of the strategic Community Development Plan;
7. Ensure the strategic Community Development Plan takes into account the preservation and enhancement of the local environment; and
8. Engage the community, to the extent possible, in the fulfillment of its mandate.

3.0 Consultation Process

The methodology of the consultation process focused entirely on the engagement of the community. The work plan included primary research projects that would produce a balance of qualitative and quantitative data. However, the Task Force was particularly concerned with the level of qualitative data, and designed each research initiative in such a manner as to gather the most feedback from residents. Over the span of an eight (8) month period the Task Force organized four (4) key projects - focus groups, community roundtable, comprehensive community survey and a business survey. All data was incorporated into a final report and presented to residents during the prioritization session on June 4, 2007.

3.1 Focus Groups

Over the months of November 2006 and January 2007 eleven focus groups were held in the areas of manufacturing, recreation, community organizations, seniors, youth, social issues, municipal infrastructure, tourism, young families, and business (2 groups). Each session was approached by utilizing the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analytical model, and although key individuals were invited based on their experience and ability to contribute to the discussions; the Task Force ensured each focus group was opened to the public. The following table outlines the attendance level for each session:

Focus Group	Attendance Level
Manufacturing	6
Recreation	5
Community Organizations	7
Seniors	3
Youth	13
Social Issues	4

Municipal Infrastructure	13
Tourism	5
Young Families	0
Business (two sessions)	8

As stated earlier, the SWOT analytical tool was utilized by the facilitator to generate discussion on the sector. At times, however, the SWOT analysis was an ineffective means to address the topic. This was especially true when discussing topics that were strictly social in nature, or those that were very broad. The focus groups did produce valuable feedback that would be later verified.

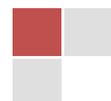
3.2 Visioning Workshop

The visioning workshop was held on November 30, 2006. The purpose of this public meeting was to bring residents together to discuss the community of Bishop’s Falls from three viewpoints – our past, our values, and our future. As a result of this meeting, which was attended by approximately 30 residents, three individuals – Mr. Ron Sheppard, Mr. Fred Mills, and Mr. Arthur Fancey – were appointed by the group to draft the vision statement. The Vision Statement Committee met on several occasions, and based on the discussions that evening formulated a vision for the Town of Bishop’s Falls. The Task Force played no role in the process other than facilitation. The vision, once submitted by the Committee, was presented to and ratified by the community on June 4, 2007.

3.3 Community Roundtable

Upon reviewing the attendance levels of the focus groups, the Task Force was not entirely convinced that the public opinion was obtained because several key sectors did not contain a sufficient level of participation. The feedback was valuable and encompassed a board range of concerns and ideas; however, the Task Force believed another community session was needed, but this time a different approach was required.

On March 5, 2007 the Task Force organized the Bishop’s Falls Community Roundtable. Key individuals from the community, who had not attended focus groups, were invited through personal connections. The SWOT analytical tool was not used; rather participants were provided an opportunity to express concerns and ideas on any/all sectors. Five individuals attended the Roundtable representing a variety of social and economic backgrounds. The discussions lasted for several hours, and in the end each issue raised confirmed those made through the focus group sessions.



3.4 Comprehensive Community Survey (CCS)

The Comprehensive Community Survey was the largest research project undertaken during the consultation process. In February 2007, 1,350 surveys were mailed to each household in Bishop's Falls to gather data on the population (age and gender), labour market, education, technology, transportation, economic development, municipal programs and services, health, housing, and literacy. The survey contained six (6) open ended questions to provide respondents with an opportunity to express an opinion on the subject matter (recreation, municipal infrastructure, economic development, youth, and seniors). The response to these questions was overwhelming, and confirmed the data collected from the focus groups and roundtable. The Task Force was pleased with the overall response rate of 22% (296 surveys) that included 22% of the population (761 people).

Data obtained from the CCS can be found throughout this document. When considering the quantitative data, it is important to note the following assumptions that were applied when analyzing the results:

1. Where a check mark was assigned to questions that required numerical answers, two assumptions were applied: (a) Where the household was comprised entirely of 'adults' (19 +), the household's total population was entered into the database; or (b) Where the household contained a mixture of 'children' (up to 18) and adults, the total child population was excluded from sections B and C, and questions 17 and 18.
2. Where multiple check marks were assigned to questions that required numerical answers and the household was comprised entirely of 'adults (19 +)', '1' was entered into the database under each check and the remainder of the households' population, if existed, was recorded as 'no answer'.
3. Where a household circled or checked a field in question A2, the circle or check was counted as '1' and entered into the database.
4. Where there was ambiguity surrounding the age of the household's members, the numbers were recorded as 'age not specified'. Furthermore, if check marks were assigned to questions that required numerical answers, the total age not specified population was entered into the database.
5. Where a household responded with numbers much greater than the household's total population for questions B (i.e. 7 when only 2 are presently living there), this was assumed to be an error, and the numbers were disregarded and the household's total population was entered as 'No Answer' under question B.

3.5 Business Survey

Sixty-eight (68) surveys were mailed to each business in Bishop's Falls in April 2007. It is important to note that the business database, the tool used to distribute surveys, was based on the Town's business levy for 2006 (records may not have been up-to-date). The response rate to the Business Survey was 14% (10 surveys), and this caused the Task Force to have concerns about the validity of the results. However, after receiving confirmation from several business owners that the qualitative data was representative of the business community, the Task Force was satisfied with the outcome.

3.6 Prioritization Session

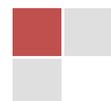
One of the principles of the Task Force's mandate was community engagement. After all the data had been analyzed, drawing from the focus groups, roundtable, and both surveys, the Task Force organized the final step in the consultation process – prioritization. Throughout the eight (8) months 70 issues were identified by residents, falling primarily under six (6) sectors – municipal infrastructure, youth and seniors, recreation, tourism, community well-being and economic development. Council directed the Task Force to produce a Plan for the community that came from the community; therefore, it was essential that the residents of Bishop's Falls be afforded the opportunity to determine which issues and sectors were most important for the next three (3) years.

On June 4, 2007 the Task Force hosted a public meeting called – “Setting the Direction: The Future of Bishop's Falls”. That evening over 60 residents participated in various exercises, including an issue and sector voting process. The results from this meeting directly shaped the strategic Community Development Plan. The outcomes of the prioritization session can be found under appendix E.

4.0 The Community of Bishop's Falls

4.1 Community Profile

The Town of Bishop's Falls was founded in 1909 because of its strategic location. A ground wood pulp mill and hydro station at the falls became the basis of economic activity in the Town by 1910, followed shortly by the Newfoundland Railway. Bishop's Falls became the major railway service centre in central Newfoundland, and for many years acted as the central terminus for the trans-island rail service. Both of these operations were established in Bishop's Falls because of the resources and logistics offered by its unique location. The woodland resources of Central Newfoundland also played a major role in shaping the Town's history.



Nestled in the heart of the Exploits Valley and located along the banks of the Exploits River, Bishop’s Falls boasts some of the best salmon fishing in North America. Newfoundland’s oldest and longest railway trestle spans the river at the middle of the community.

In 1951 the ground wood mill at Bishop’s Falls discontinued production and permanently closed, and in 1988 the railway ceased operations across the province. These were two major economic blows to the community. A seven million dollar economic diversification fund was awarded to the community following the railway closure to assist in rebuilding its economy. The Bishop’s Falls Development Corporation (BFDC) was established to manage the fund and to attract new businesses to the Town, and decided to pursue manufacturing as a strategic sector (largely because of the existing skills set among residents). Sixteen years later, in 2004, the BFDC closed because the diversification fund had become exhausted.

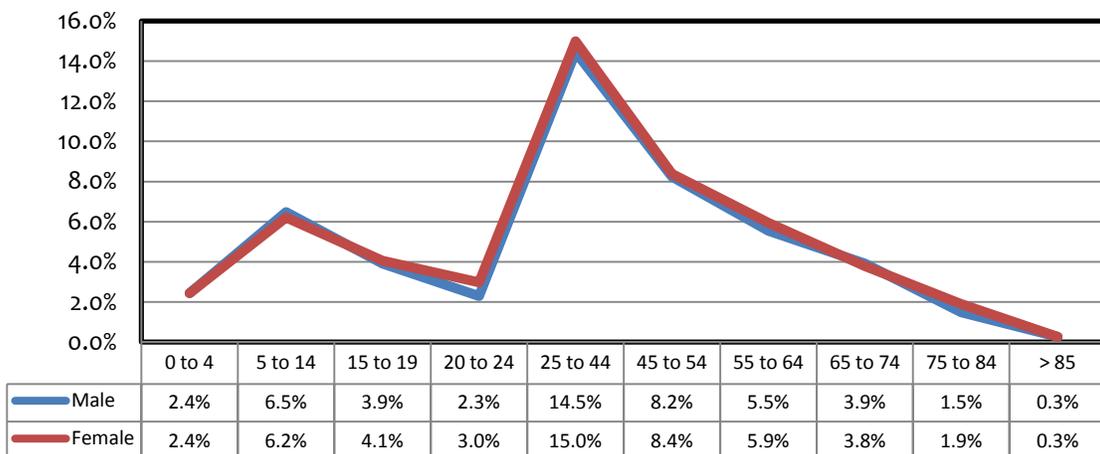
4.2 Demographics

4.2.1 Population and Age Distribution

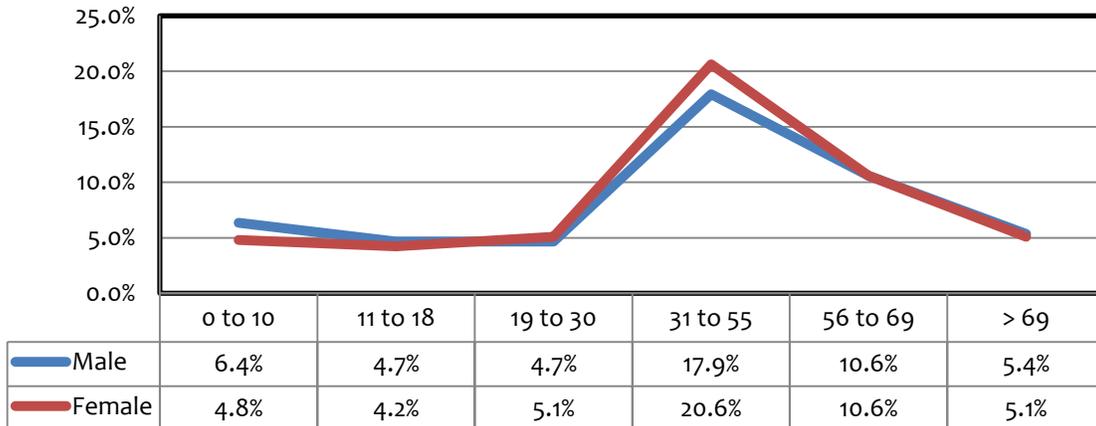
The 2006 Census reported a total population of 3,399 for Bishop’s Falls, representing a 7.8% (289 people) decline since 2001. As of June 2007, Statistics Canada had not released Census data relating to age distribution; therefore, 2001 figures are being used to describe this demographic. To supplement this section the data collected through the Comprehensive Community Survey (CCS) is also being referenced to provide a current picture.

Bishop’s Falls is similar to many rural communities in Newfoundland and Labrador when it comes to its age distribution. As can be seen from the graphs below, the majority of residents fall between the ages of 25 and 64.

Population - Age Distribution (2001 Census)



Population - Age Distribution (CCS)

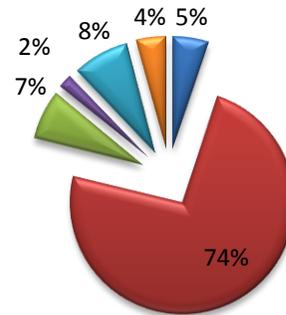


2001 Census figures suggest that 25.5% of the population, at the time, was below 19 years of age. The Comprehensive Community Survey, on the other hand, found that 20.1% of the sample was below the age of 18. Although the age cohorts of the Census and CCS do not align with each other exactly, these figures do suggest that the youth and children populations of the community are decreasing. Furthermore, the graphs suggest that Bishop’s Falls has, and will continue to have an aged population.

4.2.2 Marital Status

The Comprehensive Community Survey (CCS) revealed that 74% of households have at least one married couple. Widowed and divorced households followed at 8% and 7%, respectively.

- Single
- Married
- Divorced
- Separated
- Widowed
- Common Law

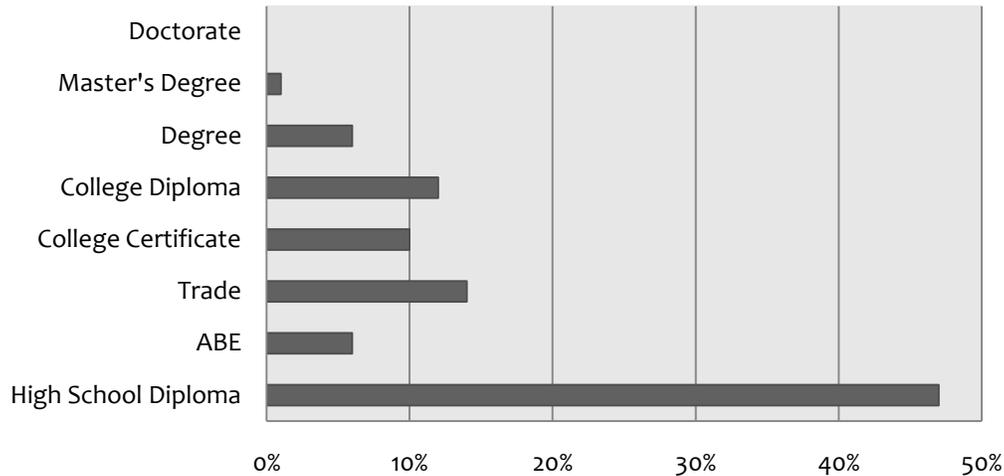


4.2.3 Education and Household Income Levels

Approximately 47% of those above the age of 18 reported having a high school diploma in the CCS. In regards to post-secondary education, the CCS found that 14% of the population above the age of 18 had obtained a trade, whereas 12%, 10% and 6% received a college certificate, college diploma, and a university degree, respectively. These figures do not depict the highest level of education, as respondents were asked to select all levels that applied.



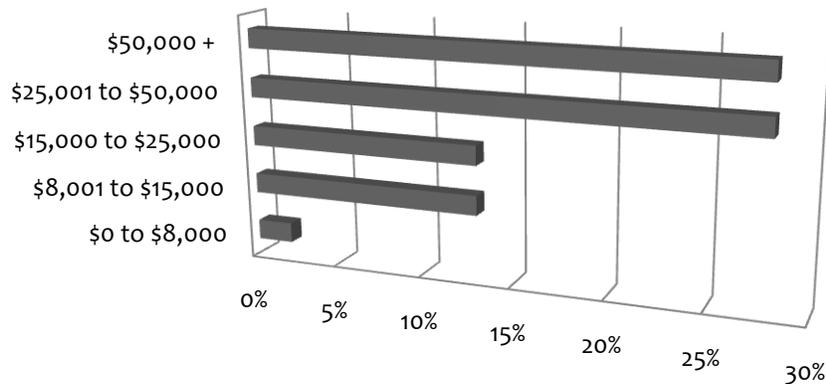
Education Levels (CCS)



The majority of post-secondary education can be found in the health, trades, education, administration, and business fields.

According to the Comprehensive Community Survey, the majority of households in Bishop's Falls reported income levels greater than \$ 25,001, as can be seen from the chart below. The 2001 Census describes the median total income of persons 15 years of age and great as \$ 14,306. Of this amount, 65.7% represents earnings, while government transfers (25.7%) and other money (8.5%) comprise the remaining.

Household Income Levels (CCS)



4.2.4 Religion

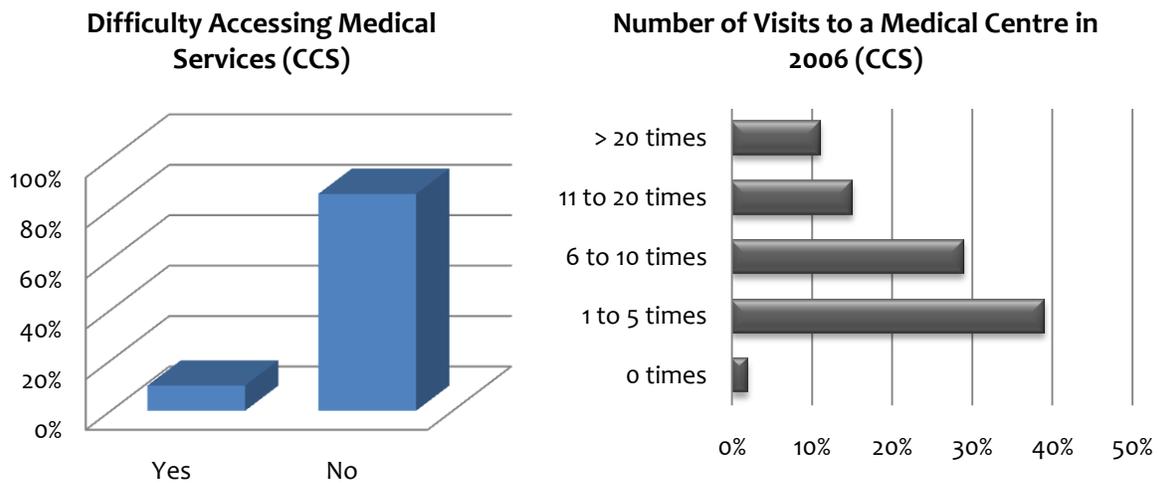
In the 2001 Census, 71% (2,595) of residents selected Protestant as their primary religion – representing the majority of the population. Catholicism followed at 25% (910), with other regions including Christian and Christian Orthodox comprising approximately 0.7% (25) of the total responses.

4.2.5 Health

Seventy-eight percent of respondents to the Comprehensive Community Survey (CCS) rated their health as being good (29%), very good (29%), or excellent (20%), as the following chart illustrates:



The CCS also assessed the household's ability to access medical services, and the utilization rate of these services. Eighty-six percent of respondents stated they did not have difficulty accessing medical services, and the majority of households visited a medical centre 1 – 5 times in 2006.

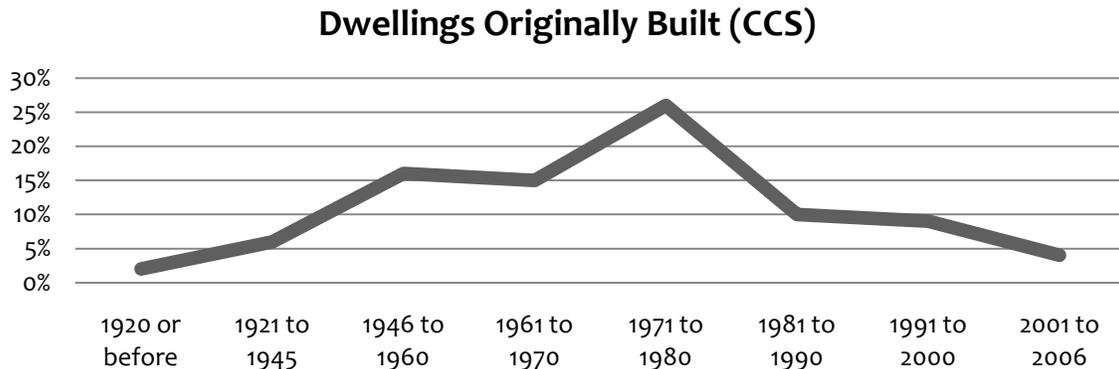


Another important area measured by the CCS was chronic illness, and it found that 30% of households do have members with chronic illnesses. Finally, two questions were posed to households concerning their physical activity and nutrition lifestyle. Forty-nine percent of the respondents indicated their members were somewhat active, while 33% were very active. As for nutrition lifestyle, 67% and 24% reported a good and fair rating, respectively.

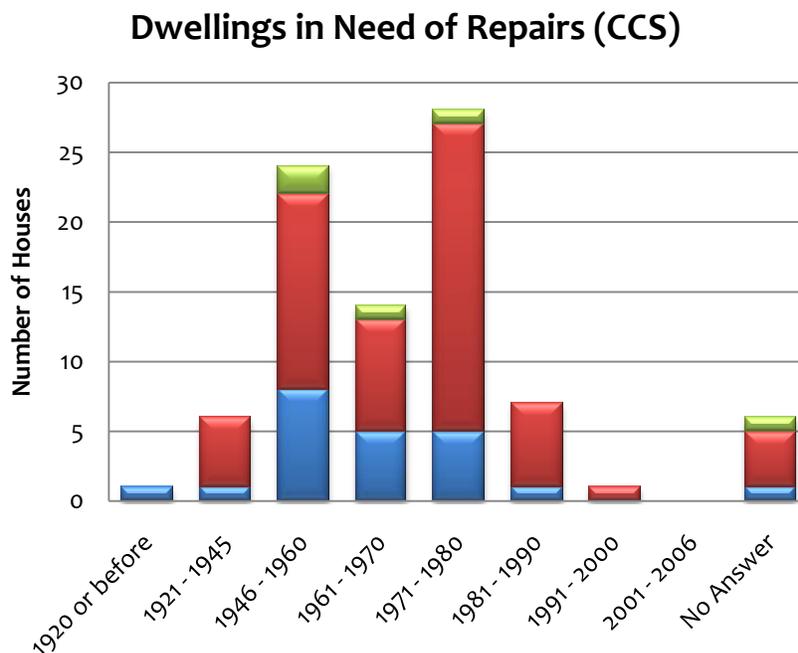


4.2.6 Housing

Seventy-six percent of respondents to the CCS reported living in a single detached dwelling, while 12% live in a mobile home and 3% in Newfoundland and Labrador Housing. Further, the CCS found the majority of dwellings in Bishop’s Falls were constructed between 1971 and 1980. This is illustrated in the following chart:



A subsequent housing question on the CCS asked residents if their dwelling required major or minor repairs. In some instances respondents indicated that the household required both. The following graph describes the number of households in need of repair based on the construction period, along with the form of repairs required. Blue is representative of major repairs, red is minor, and green includes those households in need of both major and minor repairs. As can be seen from the graph, the majority of all repairs are required by dwellings constructed between 1946 and 1980.

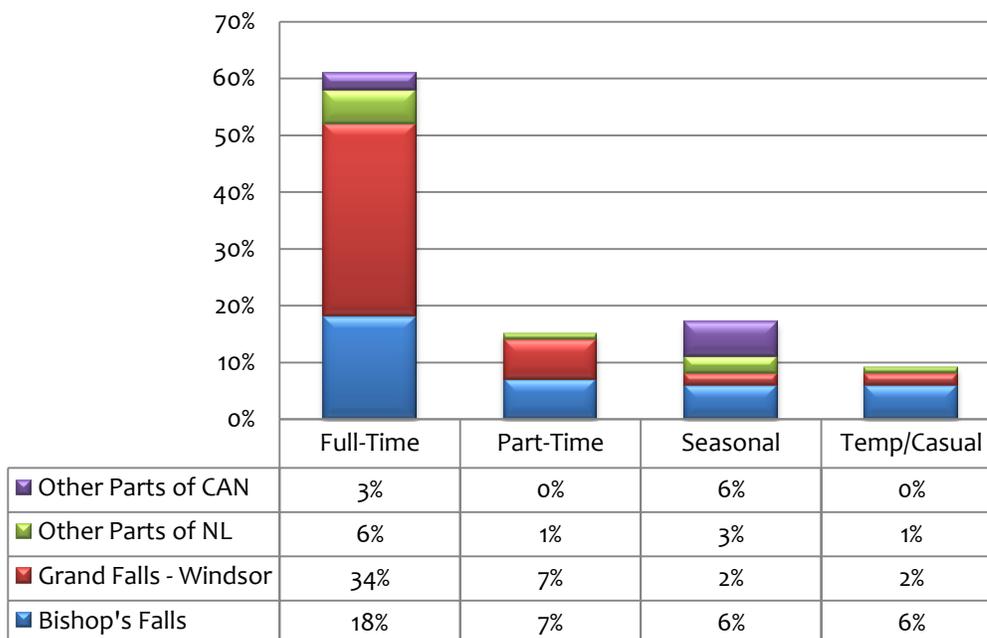


4.3 Economic Climate

4.3.1 Employment

The 2001 Census shows that Bishop's Falls had an employment rate of 39.4%, an unemployment rate of 27.3%, and a participation rate of 54.5%. The Comprehensive Community Survey, although unable to render labour force statistics comparable to the Census because of age cohort discrepancies, assessed employment and unemployment factors. In the chart below, it becomes obvious that a large majority of residents are working full-time in Grand Falls-Windsor. The second largest source of full-time employment comes from Bishop's Falls.

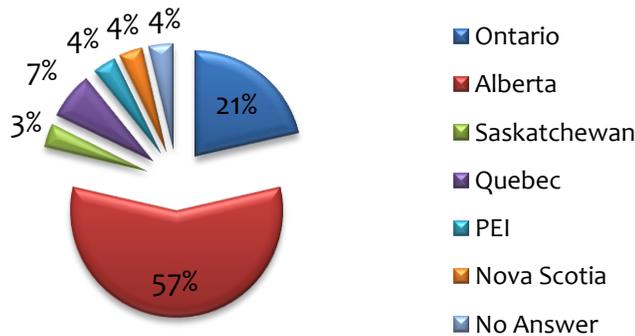
Sources of Employment (CCS)



Employment outside Newfoundland and Labrador is also a contributor to the Bishop's Falls economy. Where the household indicated that some of its members worked in other parts of Canada, a supplement question was posed to obtain the location of employment. As the chart below illustrates, over 50% of employment in other parts of Canada is obtained in Alberta.



Employment Outside Canada



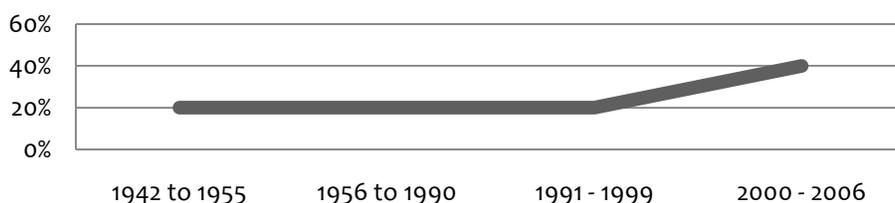
Approximately 23% of those above the age of 18 indicated they were unemployed in the Comprehensive Community Survey. For the most part, these individuals were not receiving a source of income (9%); however, employment insurance and income support were close behind at 7% each. When asked why the members were unemployed, most cited a lack of jobs or ‘other’, which included student, disability, or homemaker. Statistics obtained from the Department of Human Resources, Labour and Employment concerning income support recipients in Bishop’s Falls shows that in 2004 there were 287 cases involving 379 adults and 204 children. In 2005 there was a moderate decrease, with 261 cases including 336 adults and 168 children. As of June 2007 the figures for 2006 were not available; however, the Department was able to provide data for the month of December. For that month there were 198 active cases that involved 251 adults and 117 children.

4.3.2 Business Well-being

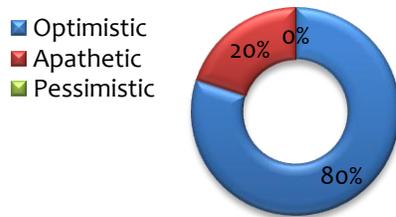
There are roughly 70 businesses in Bishop’s Falls representing a broad base of sectors (manufacturing, transportation, construction, retail, services, restaurants, etc). The Business Survey found that 70% of respondents operate on a year round basis. Further, each business was asked if they expected to hire or layoff staff within the next year. Fifty-percent stated they would be hiring staff, and 80% reported they would not be laying-off employees. The Business Survey also discovered that peak employment among businesses occurs during the period between June and October.

As can be seen from the graph below, 60% of the respondents established their business after 1991.

Year Business Established



In regards to human resources, the vast majority of businesses (80%) do not have difficulty recruiting qualified employees. However, 60% stated they faced challenges retaining employees, and cited the ‘draw of Alberta’ as one of the causes.



Finally, the Business Survey assesses the respondents future expectations when it comes to operating a business in Bishop's Falls. Eighty-percent indicated an optimistic future, while 20% were apathetic.

4.4 Governance

The Town of Bishop's Falls was incorporated in 1961, and with that came the election of the first Municipal Council. Since that time Bishop's Falls has been lead by many devoted and committed residents, and the most recent Council – elected in 2009 – has once again changed the face of municipal politics. A listing of the current members of Council is below.

1. Mr. Robert (Bob) Hobbs, Mayor
2. Ms. Doreen Tremblett, Deputy Mayor
3. Mr. Bryan King, Councillor
4. Ms. Anita Hynes, Councillor
5. Mr. Peter Budgell, Councillor
6. Mr. Fred Mills, Councillor
7. Mr. Robert Canning, Councillor

Council currently has four (4) Standing Committees, and they are as follows:

1. Governance Standing Committee
2. Public Works Standing Committee
3. Recreation Standing Committee
4. Community Relations Standing Committee

The Town has voting privileges on the Exploits Regional Services Board, Exploits Valley Economic Development Corporation, and the Exploits Valley Joint Council. In addition, it currently holds membership status with the Exploits Valley Tourism Association, Exploits Regional Chamber of Commerce, and the Central Newfoundland Waste Management Committee.



4.5 Community Network

There is no shortage of community organizations, churches, and other important institutions in Bishop's Falls that reach into many facets of our society. These organizations provide support and services to the residents on a variety of levels, and make a significant contribution to the well-being of the community. They are vital partners in the implementation of the strategic Community Development Plan. The following is a listing of these institutions:

4.5.1 Community Organizations

Bishop's Falls Lions Club	Bishop's Falls Minor Hockey Association
Knights of Columbus	Newfoundland & Labrador Housing Association
Bishop's Falls Youth Council	Newfoundland Karate
50 + Club	Bishop's Falls Men's Broomball
1 st Bishop's Falls Girl Guides District	Helen Tulk Elementary Parent Association
Fallsview Festival Committee	Bishop's Falls Recreation Hockey
Centennial Celebrations Committee	Fallsview Figure Skating Club
B.U.I.L.D (literacy group)	Bishop's Falls Lioness Club
Bishop's Falls Library Board	Business Falls Minor Hockey Parents Association
Bishop's Falls Heritage Society	L.O.L Lodge # 203
Mixed Softball League	Bishop's Falls Fire Department
Ball Hockey Association	512 Air Cadet Squadron
Fallsview Senior Citizens Club	

4.5.2 Churches

Salvation Army	Pentecostal Assemblies
Anglican Church of Canada	First United Pentecostal Church
United Church of Canada	Roman Catholic Church

4.5.3 Schools

Leo Burke Academy	Helen Tuck Elementary
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5.0 Plan Review – December 2009

During Public Meeting 1256, which was held on December 1, 2009, the Bishop's Falls Town Council reviewed the Community Development Plan in detail. This review resulted in several revisions to respond to the municipality's current environment. It was recognized that additional goals are necessary to reflect the Town's aspirations to improve its approach to governance and its impacts on the environment, and the community-well being goal was broadened to include cultural celebration. Furthermore, several initiatives were removed because they are no longer relevant,

and others were added to reflect the Town’s new priorities. Council realizes that the Integrated Community Sustainability Plan is a living document, and such reviews are necessary from time to time to ensure the strategic direction continues to promote the community’s sustainability.

6.0 Strategic Community Development Plan

6.1 Vision Statement

Recognizing and building upon its rich history, Bishop’s Falls will continue to be a community that promotes its exceptional quality of life. Being environmentally conscious, we will become a tourist destination of choice. As a safe, secure, and interactive community Bishop’s Falls will be the desired residence for all, and through a synergetic relationship with our neighbours, our goals and aspirations will be achieved.

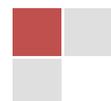
6.2 Strategic Sectors

Throughout the consultation process residents reiterated the need to address six (6) sectors – municipal infrastructure, tourism, recreation, youth and seniors, community well-being, and economic development. During the 2009 Review two additional sectors were added – governance and environment – and community well-being was broadened to include cultural celebration. The sectors are listed below in order of importance as determined by the community during the prioritization session in June 2007, with the exception of governance and environment (added December 2009).

1. Tourism
2. Youth and Seniors
3. Municipal Infrastructure
4. Economic Development
5. Recreation
6. Community Well-being/Cultural Celebration
7. Governance
8. Environment

“Plans are only good intentions unless they immediately degenerate into hard work.”

- Peter F. Drucker



6.2.1 Tourism

From the outset of the consultation process the community's tourism opportunities were topics of discussion among residents. During the focus groups tourism emerged in almost every sector, and each time the community's great potential was echoed. It is no surprise, therefore, that during the prioritization session the majority of sector votes were placed on tourism. Many residents spoke of the Exploits River and the extreme potential that it holds from a number of perspectives. This resource is underdeveloped, and could be utilized to diversify the community's tourism industry ("It is more than a salmon river"). Residents debated the role of the municipality in tourism development, and concluded that the strategic plan must focus on facilitation as opposed to direct interventions.

Over the period between January 1, 2006 and December 31, 2006, non-resident visits to the province increased 5.1% over the same period in 2005, largely the result of increases in air travelers (10%). The Gander International Airport, however, saw a decrease in passenger movements of 9%. Non-resident auto visitors decreased in 2006 by 5% when compared to 2005 figures - the Newfoundland and Labrador Statistics Agency attributes this decrease to the sharp rise in gasoline prices. Visitors to the Central Newfoundland and Labrador National Historic Sites and Museums recorded mixed activity. The Mary March Museum saw a decrease of 22.2% during its operating period, whereas the Boyd Cove Historic Site attracted an additional 478 visitors, an increase of 5.6% over June to September. The Bishop's Falls Municipal Park recorded an increase in revenue in 2006 of 6%, which is the result of increased visitation during the months of June and August. The Notre Dame Provincial Park, located approximately 50 km east of Bishop's Falls, also had an increase in campers of 3% over 2005 levels. Finally, the occupancy rate for the Central Region grew in 2006 by 2.9% over the same period in 2005 (January to December).

The Exploits Valley Economic Development Corporation's 2006–2007 work plan identifies tourism as a strategic sector. Its priority areas include increasing the effectiveness of signage, developing the Exploits River, renewing the tourism marketing strategy, and growing the Atlantic salmon recreation fishery. These objectives fit well with the Bishop's Falls strategic Community Development Plan, as do the Government of Newfoundland and Labrador's Tourism Product Development Strategy.

6.2.2 Youth and Seniors

Youth and seniors have always been a concern for the residents of Bishop's Falls. Many community organizations have developed over the years with mandates to provide social services to both age groups. However, in recent years youth, more so than seniors, have received additional attention with vandalism and alcohol and substance abuse perceived to be on the rise. Many of the youth express frustrations about the lack of organized activities in the community, and not having a formal place to

socialize. Seniors, especially those who are not interested in church activities or card clubs, express a similar concern. The lack of organized social activities contributes to the sense of isolation and detachment among youth and seniors. This, in some cases, is leading to socially unaccepted behaviours.

Throughout the consultation process youth and senior issues consistently resonated in the feedback. The residents overwhelmingly expressed the need for a youth centre. As for seniors, social activities and a resource centre were among the most important, followed closely by the need to improve accessibility to health care services (i.e. Public Health Care Nurse).

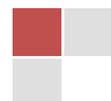
The Exploits Valley Economic Development Corporation has identified youth as a strategic sector in its 2006-2007 work plan. It has initiated a youth retention and attraction strategy, and has recently created the Exploits Valley Youth Council. The work of the EVEDC in this area fits well with the goals and objectives of the Community Development Plan. Further, the Department of Human Resources, Labour and Employment's 2006-2008 Strategic Plan includes goals to increase the number of youth in employment programs. In addition, the province's Poverty Reduction Strategy also aims to develop "... alternative models to address the needs of youth, including employment and training needs (pg. 20)". These initiatives are also in line with the goals and objectives of the Bishop's Falls strategic Community Development Plan.

6.2.3 Municipal Infrastructure

Municipal infrastructure is an essential component of any community. The roads, sewer and water systems, buildings, and recreation facilities constructed and maintained by the municipality directly impact the daily life of all residents from a social and economic standpoint. It is obvious, therefore, that the residents would identify this sector as a priority. Several issues came forth during the focus groups, community roundtable, and the comprehensive community survey concerning municipal infrastructure; however, the public opinion was clearly clustered around several key objectives – sewage treatment facility, sidewalks, and the construction of a road between Bishop's Falls and Grenfell Heights. Of all 70 issues presented to the community on June 4, 2007 – the need for a sewage treatment facility received the most votes.

Transportation was listed as a strategic sector in the EVEDC's 2006-2007 work plan. More specifically, the EVEDC will strive to "Lobby the provincial government for funding to improve the roads infrastructure in the region (pg. 48)". Although this action does not directly align with the goals and objectives of the Community Development Plan, it will increase the effectiveness of the Town's efforts. Additionally, the Atlantic Canada Opportunities Agency's (ACOA) Innovative Communities Fund will be beneficial.

6.2.4 Economic Development



With the closure of the Bishop's Falls Development Corporation in 2004, economic development has not received its due consideration - this was the overall message articulated by residents. Council has not taken its role in economic development seriously; initiatives surrounding business attraction, and for that matter the retention and expansion of the existing business base have been non-existent. This, however, can be linked to a lack of human resources and general capacity. Signage, marketing, and a shop locally campaign were all items that residents stated required action. On several occasions business owners shared their frustrations with the lack of consistent application of taxation policies – especially concerning home-based businesses. This, they argued, is impacting the local economy. The lack of a financial institution in the community is causing negative effects as well.

The provincial government instituted several economic development programs with the passing of the 2007 Budget. Such funds include a Business Attraction Fund (\$25 million), a Business Grant Fund (\$7 million), and a Small and Medium Enterprise Fund (\$3.6 million). There was also \$3.6 million allotted to implement employment and business development projects over a three-year period in rural areas. The Exploits Valley Economic Development Corporation, focusing on a regional level, has labeled the business retention and expansion (BR & E) project as a priority in its 2006-2007 work plan. Regional and provincial priorities correspond to the direction of this Plan, and again, ACOA's Innovative Communities Fund can be of assistance.

6.2.5 Recreation

Recreation was discussed at length by the residents throughout the consultation process. Issues relating to the administration of recreation were raised time and time again at public meetings, and these concerns were reiterated in the comprehensive community survey (open-ended questions). Residents expressed frustrations with recreation programs, facilities, and the Department's general approach to the needs of the community. Many residents believed programs and services were suffering because volunteers were not being engaged into planning and implementation, in the past 10 years the quality of recreation programming has decreased. The reasons for this are numerous, and can be related to insufficient resources, demographics, and a general shift in societal norms. Nonetheless, the residents clearly regard recreation as a strong attribute of Bishop's Falls, one that is very important to the social cohesion of the community.

The Government of Newfoundland and Labrador also views recreation as an important sector, and has recently released its "Recreation and Sports Strategy". The strategy aims to 1) increase participation in recreation and sport and physical activity, 2) encourage and support communities and organizations to improve access to recreation and sport by overcoming barriers to participation, 3) build human resource capacity by strengthening the volunteer sector and identifying opportunities for cooperation and collaboration in recreation and sport, and 4) support infrastructure capacity. In the 2007 Budget, the province committed \$2.39 million to launch the strategy. Again, the

intentions of the Recreation and Sports Strategy run parallel with that of the Community Development Plan.

6.2.6 Community Well-being/Cultural Celebration

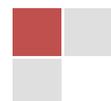
The community of Bishop's Falls has become apathetic - this message resounded during almost every consultation session. The feedback on this sector clustered around areas including beautification – with emphasis on increased enforcement of municipal regulations concerning property maintenance, building community spirit and pride, increasing collaboration between community organization, increasing accessibility of health care services, creating employment (reducing dependency on income support), and addressing the needs and interest of children. Many of the initiatives listed under the other sectors will increase the well-being of the community as well. There is an important point to be made here – although the sectors are being addressed as separate areas, they are interdependent and interconnected with each other. Success under economic development and recreation, for example, will assist the Town in addressing the objectives of community well-being.

6.2.7 Governance

For the most part the Bishop's Falls Town Council has a stable and efficient governance process in place; however, Council recognizes there is room for improvement. In particular, while the Town's regulations and policies are organized in a physical filing system, the majority of the documents have not been digitized. There is also a need to have one manual that includes all regulations and policies. The Town's Municipal Plan, which is required under the *Urban and Rural Planning Act*, is outdated and does not reflect the community's current environment. Council noted the need to review and amend the Plan. Another area that is important to the community's sustainability is the possible regionalization of public services. Council believes that the Town must begin to forge partnerships with neighbouring municipalities to see a more effective and efficient administration of public services.

6.2.8 Environment

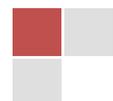
The vision for the Town of Bishop's Falls states that it will be 'environmentally conscious'. There are many ways that the Town can mitigate its impacts on the environment, but the most important at this point are energy reduction and the elimination of waste water that is being discharged into the Exploits River. These key areas are critical to the sustainability of the municipality because they foster balance between the Town's need to develop and its responsibility (ethical, social, and legal) to maintain the environment.



6.3 Goals, Objectives, and Initiatives

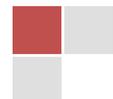
Goal 1:	By 2012, the Town of Bishop's Falls will have fostered an environment that promotes the community's tourism potential.	
	Objective 1.1	<p>Formulate and Implement an Exploits River Development Strategy</p> <p><u>Initiatives:</u></p> <p>1.1.1 Construct a boat launch and/or marina above and below the Falls.</p> <p>1.1.2 Develop and implement a marketing strategy highlighting the Exploits River and its attributes (promotional materials focusing on developing the Exploits River's business potential)</p> <p>1.1.3 Facilitate entrepreneurship workshops within the community (especially among youth) regarding the Exploits River's potential</p> <p>1.1.4 Establish the Exploits River Regatta</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Exploits Valley Economic Development Corporation ▪ Environmental Resource Management Association ▪ Exploits Valley Tourism Association ▪ Department of Tourism
	Objective 1.2	<p>Develop Trestle as a Tourism Destination</p> <p><u>Initiatives</u></p> <p>1.2.1 Have Trestle designated as a National Heritage Site</p> <p>1.2.2 Develop a Trestle Interpretation Centre/Kiosk with programs.</p> <p>1.2.3 Improve the physical appearance of the Trestle (i.e. walkway)</p> <p>1.2.4 Design and distribute promotional materials focusing on the Trestle (history, attributes, etc)</p> <p>1.2.5 Facilitate the permanent lighting of the Trestle</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Bishop's Falls Heritage Society ▪ Bishop's Centennial Committee ▪ Newfoundland and Labrador Trail-way Association
Objective 1.3	<p>Expand on the Potential of the Fallsview Municipal Park</p> <p><u>Initiatives</u></p> <p>1.3.1 Construct a comfort station (laundry and canteen facility)</p> <p>1.3.2 Increase the electrical service capacity of camp sites</p> <p>1.3.3 Increase privacy of camp sites (e.g. plant trees)</p> <p>1.3.4 Establish a permanent water supply for camp sites</p> <p>1.3.5 Increase marketing efforts surrounding the Park</p>	

		<p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Service Canada ▪ Department of Municipal Affairs ▪ Department of Human Resources, Labour and Employment
	Objective 1.4	<p>Increase Appeal of the Fallsview Festival</p> <p><u>Initiatives</u></p> <p>1.4.1 Increase the capacity of the Fallsview Festival Committee</p> <p>1.4.2 Facilitate the modification and/or addition of new events to the Fallsview Festival</p> <p>1.4.3 Support the growth of the Newfoundland Strongman Competition</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Fallsview Festival Committee ▪ Bishop’s Falls Business Community
	<p>Goal 2: By 2012, the Town of Bishop’s Falls will have improved the overall social and economic well-being of youth and seniors.</p>	
	Objective 2.1	<p>Establish a Youth Centre/Boys and Girls Club</p> <p><u>Initiatives</u></p> <p>2.1.1 Reconstitute Youth Centre Committee</p> <p>2.1.2 Acquire a physical structure</p> <p>2.1.3 Acquire funding for programs and services (Community Youth Network)</p> <p>2.1.4 Establish a Youth Co-op that is mandated to, among other things, oversee and manage the affairs of the Youth Centre</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Bishop’s Falls Youth Council ▪ Schools ▪ Church groups ▪ Department of Human Resources, Labour and Employment ▪ Department of Health and Community Services ▪ RCMP ▪ Community Organizations
	Objective 2.2	<p>Increase Youth Employment</p> <p><u>Initiatives</u></p> <p>2.2.1 Increase the number of businesses in the community</p> <p>2.2.2 Increase awareness among youth about employment services such as Career Connections, Service Canada, etc.</p> <p>2.2.3 Establish a Youth Co-op that is mandated to, among other things, increase employment opportunities for youth in the community</p>



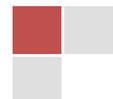
		<p>2.2.4 Increase awareness among youth about FINALLY! (Futures in Newfoundland and Labrador Youth)</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Bishop’s Falls Youth Council ▪ Service Canada ▪ Department of Human Resources, Labour and Employment ▪ Exploits Valley Economic Development Corporation ▪ Community Business Development Corporation (Youth Ventures) ▪ Atlantic Canada Opportunities Agency ▪ College of the North Atlantic ▪ Keyin College
	<p>Objective 2.3</p>	<p>Reduce Youth Vandalism</p> <p><u>Initiatives</u></p> <p>2.3.1 Facilitate partnerships between youth and businesses</p> <p>2.3.2 Design and implement community based youth projects (i.e. renovate box cars, town clean-up projects, etc)</p> <p>2.3.3 Increase youth employment</p> <p>2.3.4 Establish a Youth Co-op that is mandated to, among other things, develop and implement an anti-vandalism strategy</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Bishop’s Falls Youth Council ▪ Bishop’s Falls Heritage Society ▪ Schools ▪ Church groups ▪ RCMP ▪ Community Organizations
	<p>Objective 2.4</p>	<p>Increase Senior Activity Through Social Interaction</p> <p><u>Initiatives</u></p> <p>2.4.1 Increase awareness of 50 + Club among seniors</p> <p>2.4.2 Organize more community events and activities</p> <p>2.4.3 Establish a seniors resource centre</p> <p>2.4.4 Develop walking trails throughout the community</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ 50 + Club ▪ Church groups ▪ Department of Health and Community Services ▪ Ministerial Committee
	<p>Objective 2.5</p>	<p>Reduce Youth Alcohol and Substance Abuse</p> <p><u>Initiatives</u></p> <p>2.5.1 Engage youth into the development and implementation of a Youth Alcohol and Substance Abuse Reduction Strategy</p>

		<p>2.5.2 Facilitate workshops throughout the community on the impact of youth alcohol and substance abuse – incorporate real life experiences</p> <p>2.5.3 Increase organized youth activity</p> <p>2.5.4 Increase presence of health practitioners in the community (i.e. public health nurse) through organized gatherings</p> <p>2.5.5 Increase youth employment</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Health and Community Services ▪ Bishop’s Falls Youth Council ▪ Department of Human Resources, Labour and Employment ▪ Service Canada ▪ Ministerial Committee ▪ RCMP ▪ Schools
Goal 3:	By 2012, the Town of Bishop’s Falls will have improved and added to its municipal infrastructure and facilities.	
	Objective 3.1	<p>Determine Feasibility of Constructing a Road Between Bishop’s Falls and Grenfell Heights</p> <p><u>Initiatives</u></p> <p>3.1.1 Conduct feasibility study (cost/benefit analysis)</p> <p>3.1.2 Determine feasibility of extending the municipal boundaries to encompass Grenfell Heights (cost/benefit analysis)</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Municipal Affairs ▪ Department of Transportation ▪ Town of Grand Falls-Windsor
	Objective 3.2	<p>Replace Centre Access Road</p> <p><u>Initiatives</u></p> <p>3.2.1 Complete engineering work</p> <p>3.2.2 Negotiate a manageable cost-share arrangement with the province and subsequent contribution agreement</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Municipal Affairs ▪ Government of Canada



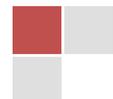
Goal 4:	By 2012, the Town of Bishop's Falls will have created a positive economic development atmosphere in the community.	
	Objective 4.1	<p>Attract new Businesses to the Community</p> <p><u>Initiatives</u></p> <p>4.1.1 Develop and implement a Bishop's Falls promotional strategy (website improvements, strategic advertising, signage in the Fallsview Municipal Park, etc).</p> <p>4.1.2 Promote and support existing businesses</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Exploits Valley Economic Development Corporation ▪ Department of Innovation, Trade, and Rural Development ▪ Department of Business ▪ Atlantic Canada Opportunities Agency ▪ Exploits Regional Chamber of Commerce
	Objective 4.2	<p>Expand and support manufacturing industry</p> <p><u>Initiatives</u></p> <p>4.1.3 Design programs and policies that support 'green' manufacturing</p> <p>4.1.4 Facilitate workshops on manufacturing opportunities</p> <p>4.1.5 Develop and promote unused land in Industrial Park</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Exploits Valley Economic Development Corporation ▪ Department of Innovation, Trade, and Rural Development ▪ Department of Business ▪ Atlantic Canada Opportunities Agency ▪ Exploits Regional Chamber of Commerce
Goal 5:	By 2012, the Town of Bishop's Falls will have improved its recreation programs, services, and facilities.	
	Objective 5.1	<p>Mitigate Costs of Stadium to Taxpayers</p> <p><u>Initiatives</u></p> <p>5.1.1 Revise programs and services to respond to community's demographics (increase utilization)</p> <p>5.1.2 Devise long-term strategy to reduce fixed costs (labour) by reviewing the Collective Agreement to determine deficiencies.</p> <p>5.1.3 Reduce variable costs by pursuing 'green' programs to decrease energy consumption.</p> <p>5.1.4 Relocate the Zamboni room (eliminate waste water).</p> <p>5.1.5 Restructure department by implementing business principals into its operations</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Bishop's Falls Minor Hockey Association ▪ Bishop's Falls Minor Hockey Parents Association

		<ul style="list-style-type: none"> ▪ Fallsview Figure Skating Club ▪ Bishop’s Falls Men’s Broomball ▪ Bishop’s Falls Recreation Hockey ▪ Bishop’s Falls Youth Council ▪ Schools ▪ Newfoundland Karate ▪ Bishop’s Falls Minor Ball Hockey ▪ Seniors
	<p>Objective 5.2</p>	<p>Develop Diamond Pond as a Recreation Area</p> <p><u>Initiatives</u></p> <p>5.2.1 Establish an ad-hoc sub-committee</p> <p>5.2.2 Research funding opportunities</p> <p>5.2.3 Develop and submit funding proposals</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Service Canada ▪ Lions Club ▪ Centennial Celebrations Committee
<p>Goal 6:</p>	<p>By 2012, the Town of Bishop’s Falls will have improved the well-being of the community and fostered an environment of cultural celebration.</p>	
	<p>Objective 6.1</p>	<p>Develop and Implement a Town Beautification Program</p> <p><u>Initiatives</u></p> <p>6.1.1 Establish a Town Beautification Committee (engage experienced individuals into the planning and implementation of beautification projects)</p> <p>6.1.2 Research Tidy Towns Program (register)</p> <p>6.1.3 Form partnerships with community organizations (joint beautification projects)</p> <p>6.1.4 Motive residents to clean-up their properties</p> <p>6.1.5 Improve landscaping and physical appearance of Town Hall</p> <p>6.1.6 Establish a “Best Garden” Reward Program</p> <p>6.1.7 Consistently enforce municipal regulations pertaining to residential properties</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Bishop’s Falls Lions Club ▪ Knights of Columbus ▪ Schools ▪ Churches ▪ Bishop’s Falls Youth Council ▪ Bishop’s Falls Heritage Society ▪ Community Organizations ▪ Business Community



	<p>Objective 6.2</p>	<p>Build Community Spirit and Pride Through Social Events and Cultural Celebration</p> <p><u>Initiatives</u></p> <p>6.2.1 Organize an annual “What’s Available” Community Fair (internal marketing - increase awareness within the community of events and activities)</p> <p>6.2.2 Facilitate collaboration between community organizations, schools, and churches to improve programs and services – a coordinated community calendar</p> <p>6.2.3 Facilitate events and activities that focus on the community’s musical, artistic, and athletic attributes.</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Community organizations ▪ Church groups ▪ Schools
<p>Goal 7</p>	<p>By 2012, the Town of Bishop’s Falls will have improved its governance process, practices, and procedures.</p>	
	<p>Objective 7.1</p>	<p>Review Municipal Plan and Development Regulations</p> <p><u>Initiatives</u></p> <p>8.1.1 Obtain resources</p> <p>8.1.2 Appoint ad hoc review Committee</p> <p>8.1.3 Conduct review in accordance with legislation.</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Municipal Affairs ▪ Town of Grand Falls-Windsor ▪ Town of Botwood
	<p>Objective 7.2</p>	<p>Increase Number of Regionalized Services</p> <p><u>Initiatives</u></p> <p>7.2.1 Review existing services from a cost-benefit perspective.</p> <p>7.2.2 Formulate priorities, strategy and communication plan</p> <p>7.2.3 Initiate meetings with relevant municipal bodies</p> <p>7.2.4 Support Exploits Valley Joint Council</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Municipal Affairs ▪ Town of Grand Falls-Windsor ▪ Town of Botwood ▪ Exploits Valley Joint Council

	<p>Objective 7.3</p>	<p>Improve Policy and Regulation Application</p> <p><u>Initiatives</u> 7.3.1 Review existing policies and regulations 7.3.2 Create a digitized and online policy and regulation manual 7.3.3 Organize governance training for Council and senior staff</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Municipal Affairs ▪ Department of Innovation, Trade and Rural Development
	<p>Objective 7.4</p>	<p>Conduct an Organization Review</p> <p><u>Initiatives</u> 7.4.1 Establish ad hoc Committee 7.4.2 Review Department’s policies and procedures 7.4.3 Conduct human resource review 7.4.4 Implement a workload management study</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Innovation, Trade and Rural Development
<p>Goal 8</p>	<p>By 2012, the Town of Bishop’s Falls will have reduces its impacts on the local environment.</p>	
	<p>Objective 8.1</p>	<p>Eliminate Waste Water Discharge Into the Exploits River</p> <p><u>Initiatives</u> 8.1.1 Establish a community wide Sewage Treatment Plant. 8.1.2 Develop a collaborative relationship with the Department of Environment and the Department of Municipal Affairs. 8.1.3 Complete engineering designs. 8.1.4 Negotiate a manageable cost-share arrangement with the province and subsequent contribution agreement.</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> ▪ Department of Environment ▪ Department of Municipal Affairs ▪ Exploits Valley Economic Development Corporation ▪ Environmental Resource Management Association ▪ Department of Fisheries and Oceans ▪ Atlantic Canada Opportunities Agency
	<p>Objective 8.2</p>	<p>Reduce the Impact of Municipal Facilities on the Environment</p> <p><u>Initiatives</u> 8.2.1 Remove underground fuel tank in Public Works Depot 8.2.2 Install above ground fuel tank in Public Works Depot</p>



		<u>Potential Partners</u> <ul style="list-style-type: none"> ▪ Department of Environment and Conservation ▪ Environment Canada
	Objective 8.3	Reduce Energy Consumption of Municipal Facilities <u>Initiatives</u> <p>8.3.1 Complete an analysis on energy consumption at the Pat O'Reilly Memorial Community Centre, Public Works Depot, Fire Hall, and Town Hall to determine deficiencies.</p> <p>8.3.2 Identify potential funding sources to address deficiencies Prepare and submit proposals. Implement projects.</p> <u>Potential Partners</u> <ul style="list-style-type: none"> ▪ Federal and Provincial Governments ▪ Newfoundland Power

6.4 Implementation Plan

“Plans are only good intentions unless they immediately degenerate into hard work (Peter F. Drucker).” This quote was stated at the beginning of this section, but it has such meaning in an implementation context that it deserved repeating. Since November 2006 the Task Force has undertaken many community consultation sessions; it has done its best to consolidate the public opinion into a collective plan of action. The community, in return, has responded to this process favourably, and has cooperated at every stage. Therefore, the Plan is truly representative of the community’s aspirations for its future. Implementation will be approach from three (3) angles – Council commitment, appropriate resource allocation, and organizational dissemination.

Council Commitment

Each Standing Committee has been tasked with specific goals and objectives that it is ultimately responsible for. On a quarterly basis the Committees will establish an implementation framework for its respective objectives and initiatives. The framework will include, among other things, an assessment of resources, environmental factors, and an overall tactical approach to facilitate implementation. The Town Manager and Town Clerk are the primary human resources assigned to the Plan’s implementation.

Appropriate Resource Allocation

Each year Council will consider the implementation frameworks devised by the Standing Committees to determine what financial resources must be committed in the Annual Municipal Operating Budget. It is recognized that a Plan without financial

support will be difficult if not impossible to implement. Therefore, Council will allocate appropriate financial resources to the Plan on an annual basis.

Organization Dissemination

The Integrated Community Sustainability Plan (ICSP) is a policy statement by Council concerning the Town as a whole. However, each Department in the Town must develop its own strategy to support the overarching vision and goals. Therefore, Departments will be required to develop a strategic plan that shows how they support the implementation of the ICSP.

6.5 Evaluation Plan

The Governance Standing Committee is charged with the Plan's evaluation. On a quarterly basis the Committee will review the initiatives to determine their status. Where necessary, revisions will be recommended to Council. On a yearly basis the Committee will evaluate the progress achieved in a broad context and focus more so on the vision, goals, and objectives. A formal report will be prepared for Council on an annual basis outlined the evaluation findings. Qualitative and quantitative approaches will be applied during the evaluation process.

7.0 References

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