

ROCKY HARBOUR

Integrated Community Sustainability Plan

Prepared By:

March 2010



34 Main Street, Corner Brook, Newfoundland A2H 1C3
(709) 634-3612 Fax No: (709)634-4628

ROCKY HARBOUR

Integrated Community Sustainability Plan



Prepared By:

March 2010



34 Main Street, Corner Brook, Newfoundland A2H 1C3
(709) 634-3612 Fax No: (709)634-4628

ROCKY HARBOUR

Integrated Community Sustainability Plan

Prepared By:

March 2010



34 Main Street, Corner Brook, Newfoundland A2H 1C3
(709) 634-3612 Fax No: (709)634-4628

TABLE OF CONTENTS:

1. INTRODUCTION 1

 1.1 Integrated Community Sustainability Plan 1

 1.2 Community Make-up & Profile 2

 1.2.1 History 2

 1.2.2 Demographics 2

 1.2.3 Labor Force and Income 4

2. COMMUNITY INPUT 5

 2.1 Community Engagement 5

 2.2 Issues Summary 5

3. COMMUNITY ASSESSMENT 8

 3.1 General 8

 3.2 Municipal Services 8

 3.3 Recreation Facilities 9

 3.4 Street Infrastructure 9

 3.5 Zoning & Land Use 9

4. COMMUNITY VISION 11

 4.1 Vision Statement 11

 4.2 Community Goals 11

5. STRATEGIC GOALS & ACTIONS 13

 5.1 Sustainability Issues in the Community Context 13

 5.2 Governance Sustainability 13

 5.3 Economic Sustainability 15

 5.4 Social Sustainability 17

 5.5 Cultural Sustainability 19

 5.6 Environmental Sustainability 21

6. COLLABORATIONS AND PARTNERSHIPS 24

7. IMPLEMENTATION & MONITORING STRATEGY 25

 7.1 General 25

 7.2 Implementation 25

 7.3 Monitoring 25

APPENDICES:

- Acknowledgments
- Council Resolution

1.1 Integrated Community Sustainability Plan

The Canada - Newfoundland & Labrador Agreement on the transfer of Federal Gas Tax Revenues (The Gas Tax Agreement), requires that municipalities agree to a commitment to develop Integrated Community Sustainability Plans (ICSP) in order to ensure continued access to their allocation of funds under the Gas Tax Agreement. These funds will be essential to the successful implementation of the municipality's sustainability vision.

An ICSP is defined as *“a long-term plan, developed in consultation with community members, that provides direction for cities, towns and regions to realize sustainability objectives for the environmental, cultural, social, economic & governance dimension of it's identity”*. In very simple terms it is a long term strategic plan aimed at maintaining the viability of the community on a long term basis, in the five areas of Sustainability:

- Governance
- Economic
- Social
- Cultural
- Environmental

The Dept of Municipal Affairs ICSP Guide allows municipalities the option of preparing a stand-alone ICSP or working in partnership with other nearby municipalities to develop a collaborative ICSP that will address regional sustainability issues where collaboration is practical, while also addressing individual municipal goals and objectives.

The Town of Rocky Harbour has opted to prepare a stand-alone ICSP.

1.2 Community Make-Up & Profile

The Town of Rocky Harbour, with a population of approximately 980 (2006 Census), is located on Highway 430 in the beautiful Gros Morne National Park on the West Coast of the Province, approximately 100 kms from the Trans Canada Highway 1. It is the main accommodation and restaurant area within the park and the location of the Park Headquarters.

1.2.1 History

Rocky Harbour can trace its history back to English and French fishermen in the 1700's. Earliest known permanent habitation was in 1809, and in 1874, the name Rocky Harbour was listed in census figures with a population of 36. Fishing and logging were the main industries for years, and as the Cod Fishery grew into a mechanized industry, boat building became another mainstay of the local economy. The Town was incorporated in 1966.

The modern growth era began in the late 1960's, and with the establishment of Gros Morne National Park in 1973, the Town became the major growth centre within the Park. The Cod Moratorium of 1992 changed the fishery dramatically, and while fishing activity has declined considerably, Rocky Harbour is still actively involved and boasts an active fish plant processing a variety of species.

The establishment of the Park however, added the new dimension of Tourism, on which the Town has capitalized. Rocky Harbour is the headquarters for the Parks operations and the main accommodation center with an abundance of hotel rooms, cottages, RV Parks, restaurants, etc.

1.2.2 Demographics

Statistics Canada indicates the population of Rocky Harbour to be 978 in 2006, a 2.6% drop from its 2001 population of 1002. This may be indicative of the Provincial net out-migration situation during that period. Since that time however, this trend has reversed.

The population by age group, as compared to the Provincial Averages is as follows:

Age Characteristics	Rocky Harbour				Newfoundland & Labrador	
	Total	%	Male	Female	Total	%
Total Population	980	100	470	505	505,470	100
0 to 4 years	45	4.6	20	25	22,865	4.5
5 to 9 years	50	5.1	25	25	25,905	5.1
10 to 14 years	55	5.6	25	25	29,455	5.8
15 to 19 years	60	6.1	35	30	34,105	6.7
20 to 24 years	50	5.1	25	20	31,190	6.2
25 to 29 years	30	3.1	15	15	27,425	5.4
30 to 34 years	50	5.1	20	35	30,940	6.1
35 to 39 years	75	7.9	30	45	36,535	7.2
40 to 44 years	85	8.2	35	45	41,670	8.2
45 to 49 years	90	8.7	45	40	42,770	8.5
50 to 54 years	75	9.2	40	55	42,805	8.5
55 to 59 years	70	7.7	40	35	39,370	7.8
60 to 64 years	55	7.1	30	40	30,160	6.0
65 to 69 years	55	5.6	35	20	22,160	4.4
70 to 74 years	35	3.6	20	15	17,530	3.5
75 to 79 years	35	3.6	15	20	13,505	2.7
80 to 84 years	20	2.0	5	15	9,425	1.9
85 years and over	10	1.0	5	5	7,650	1.5
Median age of the population % of the population aged 15 and over	44.4		44.7	44.0	41.7	
	84.9		85.1	85.1	84.5	

Since the 2006 Census, the population appears to have stabilized, and the current resurgence of the tourism industry has created a new demand for housing. The 2006 Census shows 448 private dwellings. This has grown by 30 units (6.7%) since that time, and present demand is encouraging private subdivision developers to begin new projects.

1.2.3 Labor Force and Income

The following chart shows a breakdown of Rocky Harbour's labor force as compared to Provincial averages.

Category	Rocky Harbour	Province
Management	10.3%	7.6%
Business/Finance/Administration	2.8%	14.8%
Health	5.64%	5.1%
Education/Government Service	7.5%	4.7%
Sales & Services	31.8%	27.1%
Primary Industry	12.1%	7.9%
Construction & Related	23.4%	17.0%
Manufacturing & Utilities	3.7%	6.8%

Income levels as compared to Provincial Averages are shown in the following chart.

Category	Rocky Harbour	Provincial
Median Income - All Families	43,256	49,645
Median Income - Married Couple Families	48,692	55,622
Median Income - Lone Parent Families	16,981	26,237
Median After Tax Income - All Families	38,930	43,398
Median After Tax Income - Married Couple Families	41,397	47,756

The data noted above would tend to confirm that the Town of Rocky Harbour is essentially in line with Provincial averages in these particular components, but as the main accommodations centre in Gros Morne National Park, may reflect both numbers and incomes for the service industry. .

2.1 Community Engagement

Community sustainability should not be carried solely on the shoulders of the Community Councils. While councils, as elected representatives of the residents and taxpayers, can take the lead, real sustainability can best be achieved by engagement of members of the general public in the process of setting goals and creating visions of where the community wishes to go, planning ahead, and taking action to implement the vision.

To this end the consultant met with the Town Council and developed a questionnaire, which Council sent to all residents soliciting their input. Several meetings and conversations ensued with a number of the respondents and a final meeting was held with the Council. As a result of this process and the public interest shown, Council is committed to continuing the process of ongoing consultation with citizens and will seek input from the public on matters that may influence the evolution and implementation of this ICSP.

2.2 Issues Summary

The questionnaires and other input received was analyzed and used to identify issues on which the ICSP is based.

A summary of the relevant questions and answers from the questionnaires, reveals the following public opinions:

- Most important pillar of sustainability
 - ▶ Economic - 38.5% of respondents
- Least important pillar of Sustainability
 - ▶ Governance - 31.8% of respondents
- Is Council doing enough to meet sustainability objectives
 - ▶ Environmental - No 61.1%
 - ▶ Cultural - No 50%
 - ▶ Social - No 50%
 - ▶ Economic - No 44.4%
 - ▶ Governance - Don't know 50%

- Is more infrastructure needed in these areas:
 - ▶ Basic Water & Sewer - Yes 64.7%
 - ▶ Enhanced Water & Sewer Treatment - Yes/No Split 41.2%
 - ▶ Upgraded Roadways - Yes 94.2%
 - ▶ Recreation Facilities - Yes 58.8%
 - ▶ Social, Culture Facilities - Yes 55.6%
 - ▶ Tourism Infrastructure - Yes 88.3%

Other comments raised a number of concerns & issues involving the following:

- ◆ Beautification of Main Street and Waterfront
- ◆ Improved and expanded walking trail system and sidewalks. (Especially to Lighthouse)
- ◆ Better and expanded recycling program - Ban on Plastic bags.
- ◆ Education to encourage public not to litter
- ◆ Need to promote economic development
- ◆ Need for a gym/recreation center catering to all age groups - youth and seniors.
- ◆ Need for more housing developments
- ◆ Programs to promote health and well-being
- ◆ Need for a clean, safe, and friendly Town
- ◆ New projects to promote tourism including a walking and bike trails, snowmobile trails, landscaping program (trees, shrubs, benches, etc).
- ◆ General clean-up campaign.
- ◆ Comprehensive social program for seniors.
- ◆ Need to keep public informed of Council plans.\
- ◆ More street lighting.
- ◆ Need for Gros Morne National Park Swimming Pool to be year-round facility.
- ◆ Need for Retirement/Assisted Living/Nursing Home Complex.
- ◆ Need for water conservation education.
- ◆ Need for more activities for Tourists (boat building as an attraction).
- ◆ Need for Job Creation.

Recurring themes of this input appear to be the need for:

- Municipal Infrastructure (Water & Sewer But especially roads)
- Clean-up and Beautification
- Recreation Facilities for all ages.
- Creation of a Town that is clean, safe and friendly.

3.1 General

The modern growth era of Rocky Harbour began with its involvement of the modern fishery of the 1960's and the establishment of Gros Morne National park in 1973. Much of the Town's infrastructure, such as roads, and water and sewer systems, was constructed at that time, and expanded as the Town grew.

3.2 Municipal Services

The Town has a reasonably modern water and sewer system, installed in the mid 1970's. Chlorination system was recently upgraded and the Council intends adding some filtration equipment when funding is made available. Some areas have a hodge-podge of small lines, while one area has low pressure problems. Recent funding applications have been made to address these issues.

As an enclave within Gros Morne National Park, the Town has always been concerned about its sewage and has recently completed a project to provide primary sewage treatment via a large communal septic tank, so that all Town sewage is now treated, before it enters the harbour.

Virtually all buildings in the Town are connected to the water and sewer systems.

Any new developments within the Town, will require connection to existing systems, or new systems where none exist.

It is Councils intent to continue improvements to the water and sewer systems, including expansion as required, replacement of old and small lines, leak detection and repair, etc.

3.3 Recreation Facilities

The Town of Rocky Harbour has been quite active in providing recreation facilities for its citizens, as well as catering to travelling tourists, and as a result has access to a number of facilities including:

- ▶ Gros Morne Arena
- ▶ Outdoor swimming pool (GMNP)
- ▶ Indoor swimming pool (GMNP)
- ▶ Softball/Soccer field
- ▶ Ocean-side walking trail
- ▶ Lobster Cove Look Out Trail
- ▶ Hiking Trail at Bottom Brook and Salmon Point
- ▶ Gros Morne National Park Wildlife Museum
- ▶ Wharf - Boat Launch
- ▶ Public Library
- ▶ Kinsmen Building
- ▶ Community Hall
- ▶ Playground

3.4 Street Infrastructure

The Town of Rocky Harbour has approximately 15 km of streets and 2 km of sidewalks. In general, the streets are in fair to poor condition and recent upgrading, limited to small funding blocks, has amounted to a mere “maintenance” effort rather than comprehensive replacement. The Town has made application in the amount of \$2.2 M for a comprehensive road upgrading program.

3.5 Zoning & Land Use

The Town’s Municipal Plan, originally adopted and approved under the authority of the Urban & Rural Planning Act, is its guiding statement on land use policies for future development. It has been amended over the years, as required to accommodate development needs and adapt to new circumstances. The plan

contains policies aimed at allowing orderly development of the Town with an appropriate mix of residential, business, industrial, and institutional zoning.

At this point in time there appears to be no major issues associated with land use, except for the possible need for more crown land transfers to the Town to allow it to grow. As a living document, Council will address issues as they arise and amend the plan as and when required.

4.1 Vision Statement

“Rocky Harbour has a history of being a caring community, looking after the well-being of it’s citizens, and more recently the needs and expectations of traveling tourists. It wishes to continue and to enhance that role by providing a clean, safe, economically viable environment for all its citizens, from youth to seniors, while promoting health and wellness, protecting the environment, and catering to the needs of the Tourism Industry”.

4.2 Community Goals

To reflect the values espoused in the vision statement, the Town will require meeting a list of main goals and objectives that will guide it over the next decade. These goals include the following:

Governance

- Administer the municipality efficiently, effectively and fiscally responsibly and following all applicable rules of procedure.
- Foster an environment of community service and volunteerism to encourage public participation in Town affairs.
- Work with local groups and businesses to advance mutual goals and objectives for the betterment of the community.
- Keep the public informed and interested in council plans.

Economic

- Encourage economic development to create job opportunities and expand businesses to broaden the tax base and allow council to enhance the quality of life and provide effective services.
- Adopt fiscal responsibility as a council goal.
- Promote Rocky Harbour as a tourist destination showcasing it’s history and natural beauty.

Social

- Promote community health and well-being by providing social and recreation opportunities to all age groups.
- Work with volunteer groups to achieve goals.
- Involve the public in social activities such as carnivals, festivals, sports events, to engender pride in community.

Cultural

- Develop Rocky Harbour's cultural heritage and showcase it at the museum and with interpretive panels/kiosks/signage

Environmental

- Develop comprehensive recycling programs.
- Conserve and protect environmental resources.
- Provide attractive green space, scenic viewpoints, etc.
- Educate the public on environmental issues such as water conservation, sewage treatment, clean-up programs, proper waste disposal.
- Promote and encourage energy conservation and greenhouse gas reduction by example and education.

5.1 Sustainability Issues in the Community Context

Sustainability is a catch-phrase that has grown to be associated with the Environment. In the community context however, it means much more. Community councils must be able to sustain the community in many ways by meeting the needs of the present generation without compromising future generations' ability to continue the process. The five basic pillars of sustainability can be addressed by Councils in their normal municipal planning processes by setting goals and taking actions to ensure issues associated with the five pillars are addressed to ensure sustainable and orderly development of the community for generations to come.

5.2 Governance Sustainability

The Town of Rocky Harbour has historically been able to attract strong candidates for Council and Mayor, and this has been of great advantage in helping adapt to changing times. The Town is in a sound financial position and there appears to be a high level of public satisfaction with the performance of recent councils.

Likewise the Town has historically attracted well qualified staff who have administered the Town's operations effectively and efficiently and who have worked well with various volunteer organizations to foster a community spirit and minimize council expenditures.

The Town's 2010 budget allows \$73,837 for debt repayment, which is 7.5% of its total revenue. The provincial guidelines limit the maximum debt ratio to 30%.

The Town is committed to fostering an atmosphere to encourage people to run for public office by actively and publically showing its adherence to good operating practices and procedures. It will do this by following the goals outlined in Section 4.2. Various actions/projects to accomplish these goals are shown on the following summary sheets.

ACTIONS/PROJECTS

SUSTAINABILITY PILLAR: GOVERNANCE			
GOAL	PROJECT	COST	CONTRIBUTION TO SUSTAINABILITY
1. Administer municipality efficiently, effectively and fiscally responsibly following all applicable rules of procedure.	1. Promote Economic Development to broaden tax base.	0	Ensures economic viability.
	2. Ensure staffing needs are met.	0	Ensures efficiency of operations.
	3. Review/update committee structure.	0	Ensures effective Government.
	4. Install Water Filtration System.	225,000	Reduce Maintenance Cost
	5. Lower Cove Road Booster Station	130,000	Reduce Maintenance Cost
2. Foster an environment of Community service and volunteerism to encourage public participation in Town Affairs.	1. Lead by example.	0	Ensures future viability of Council.
	2. Seek Volunteers to assist Council.	0	Ensures future viability of Council
	3. Work with children's groups (schools/churches) to foster volunteerism.	0	Ensures future viability of Council.
3. Work with local groups and businesses to advance mutual goals.	1. Appoint public to appropriate Council Committees.	0	Ensures fresh ideas.
	2. Liaise with community groups.	0	Ensures fresh ideas.
4. Keep public informed of Council plans.	1. Publish regular newsletter.	0	An informed public will keep Council efficient and effective.

5.3 Economic Sustainability

Rocky Harbour's economy is tied to basic resource industries including fishing and more recently tourism. It is also the service hub of the Gros Morne National Park area, providing government, health , education, and Park services. Because of this the Town has a reasonable mix of business and residential tax revenue.

Public consultations revealed the need for a broader tax base through economic development and diversification. Tourism is an area that shows even more promise as Hotel and related tourism accommodations are reasonably plentiful. The potential exists for more Winter tourism through snowmobiling and skiing.

In addition to the need for further economic development, the Town must remain vigilant in it's efforts to be fiscally responsible and stay within it's financial means. Public input indicated council has done a good job in this regard through some tough times.

The following summary outlines various actions that can accomplish the goals.

ACTIONS/PROJECTS

<i>SUSTAINABILITY PILLAR: ECONOMIC</i>			
GOAL	PROJECT	COST	CONTRIBUTION TO SUSTAINABILITY
1. Encourage economic development to create job opportunities.	1. Establish an ED committee of Council with members from Business Community.	∅	Ensures economic viability.
	2. Research ED programs and initiates.	∅	Ensures economic viability.
	3. Develop an ED plan of action.	∅	Ensures economic viability.
	4. Work with Red Ochre Regional Board.	∅	Ensures economic viability
2. Ensure Council remains fiscally responsible.	1. Have finance committee continually monitor financial status	∅	Ensures financial responsibility.
	2. Develop multi-year street upgrading program.	\$3.0 M	Reduce Maintenance Costs.
	3. Replace Water/Sewer Various Lanes	\$234,000	Reduce Maintenance Costs.
3. Continue Promoting Rocky Harbour as a Tourist Destination. *	1. Improve and expand walking trails/sidewalks	\$200,000	Increases business revenue.
	2. Develop snowmobile trails and staging area.	\$50,000	Increases business revenue.
	3. Promote tourist oriented Carnivals/Festivals.	∅	Increases business revenue.
	4. Develop Rocky Harbour Pond	220,000	Increases business revenue.

* Project under this goal will also assist Goal 1 of social pillar.

5.4 Social Sustainability

Based on the 2006 census Rocky Harbour had experienced a 2.4% population decline between 2001 and 2006. Since 2006, the continuing tourism activity in the area, the general Provincial change from a net out-migration to a net in-migration has reversed this trend and has resulted in new housing starts and a demand for more housing in the area.

As with the Province in general, the population is aging and this has resulted in an increased demand for affordable seniors housing projects, and this may be a new market niche for Rocky Harbour. Local developers are presently contemplating new subdivisions to meet the new housing demand.

In the Health Care area, the Bonne Bay Health Care Centre, located a few minutes away in Norris Point, provides services for the area as far north as Daniels Harbour. The facility has 22 beds including 7 acute care, laboratory and X-Ray services, outpatients and physicians' clinics and various therapy services.

Education needs are being met by Gros Morne Academy which is a recently expanded K-12 School serving Rocky Harbour, Norris Point and Sally's Cove, making Rocky Harbour the education hub of the area with a new state-of-the-art facility.

The Health Care and Education facilities are strengths that should be built on to solidify the social fabric of the Town and achieve the goals listed on the following summary.

ACTIONS/PROJECTS

SUSTAINABILITY PILLAR: SOCIAL			
GOAL	PROJECT	COST	CONTRIBUTION TO SUSTAINABILITY
1. Promote community health and well-being by providing social and recreation opportunities to all age groups.	1. Encourage development of a good housing mix.	∅	Aids interaction between age groups.
	2. Ensure continued viability of school and hospital by Community support.	∅	Keeps people in Rocky Harbour.
	3. Explore possibility of seniors complex.	∅	Promotes well-being.
2. Work with volunteer groups.	1. Encourage volunteerism.	∅	Encourages well-being and willingness to help others.
	2. Reward volunteers.	∅	Encourages well-being and willingness to help others.
	3. Encourage youth to volunteer	∅	Encourages well-being and willingness to help others.
3. Involve the public in social activities such as carnivals, festivals, sports events.	1. Promote carnivals, festivals.	∅	Social interaction.
	2. Organize sports events.	∅	Social interaction.
	3. Promote regional sports tournaments.	∅	Social interaction.

5.5 Cultural Sustainability

The cultural fabric of Rocky Harbour stems from its historical beginning in the fishery, through to its present role as a tourism destination. The creation of a small museum would help to preserve the local history and cultural, while at the same time expanding tourism by providing an informative and educational experience.

Interpretive panels along walking trails and other selected locations would enhance the dissemination of information on the cultural and natural history of Rocky Harbour to both residents and tourists.

The following summary sheets outlines suggested actions to accomplish the goal.

ACTIONS/PROJECTS

<i>SUSTAINABILITY PILLAR: CULTURAL</i>			
GOAL	PROJECT	COST	CONTRIBUTION TO SUSTAINABILITY
1. Develop and showcase Rocky Harbour's cultural history.	1. Create historical museum with interpretive information/artifacts etc..	300,000	Educates and shows respect for the past.
		50,000	Educates and shows respect for the past.
	2. Develop interpretive panel system for trails and town.	∅	Educates and shows respect for the past.
	3. Promote local culture in schools.	∅	Educates and shows respect for the past.
	4. Create and promote local festivals		

5.6 Environmental Sustainability

While all of the pillars of sustainability are important in the context of total community sustainability, many believe environmental is the cornerstone and without preserving the environment all the pillars will collapse. The Town of Rocky Harbour is cognizant of this concept and has been for many years. The Town recently completed the installation of a communal septic system to provide primary treatment of all of its sewage.

Rocky Harbour's settlement was based on an abundance of natural resources and any new developments must respect the natural environment and in so doing will improve the quality of life in the Town.

Public consultations indicated great interest in environmental issues including an expanded recycling program, general cleanups, etc.

ACTIONS/PROJECTS

<i>SUSTAINABILITY PILLAR: ENVIRONMENTAL</i>			
GOAL	PROJECT	COST	CONTRIBUTION TO SUSTAINABILITY
1. Develop comprehensive recycling program.	1. Explore ways to reduce waste flow.	∅	Sustains Environment
	2. Explore ways to recycle.	∅	Sustains Environment
2. Conserve and protect environmental resources.	1. Protect water resources and sensitive areas.	∅	Sustains and protects environment.
	2. Reduce water consumption.	∅	Sustains and protects environment.
	3. Water & Sewer Extension	650,000	Sustains and protect environment.
	4. Stop illegal dumping.	∅	Sustains and protects environment.
3. Provide attractive green space, scenic viewpoints	1. Enhance and expand walking trails.	200,000	Showcases the Natural Environment.
	2. Develop clean-up campaign.	10,000	Showcases the Natural Environment.
	3. Build more viewpoints, lookouts.	50,000	Showcases the Natural Environment.
4. Educate public on environmental issues.	1. Create public awareness campaign.	∅	Gets people in tune with protection of environment.
	2. Participate in school programs.	∅	

ACTIONS/PROJECTS

<i>SUSTAINABILITY PILLAR: ENVIRONMENTAL</i>			
GOAL	PROJECT	COST	CONTRIBUTION TO SUSTAINABILITY
5. Promote and encourage environmental conservation and greenhouse gas reduction.	1. Create public awareness.	∅	Will lead to good practices.
	2. Enact “no idling” laws.	∅	Reduces greenhouse gases.

6.1 Municipal Services & Facilities

The Town of Rocky Harbour presently partners with a number of local organizations to improve municipal functions and quality of life.

The Town also works collaboratively with schools and other organizations that utilize the present hockey arena and alternatively works with the school for the use of their gym facilities for any activity requiring this space.

In the area of fire protection, while the Town has it's own volunteer Fire Department, services will be provided to other nearby Communities if needed. There is an informal understanding among the Communities in the area, that they will share resources if and when they are needed.

The Town is also an active partner in the on-going deliberations to rationalize solid waste management throughout the Province. The implementation of a new Waste Management System for this area of the Province, will also include public education to encourage residents to reduce their waste loads through various methods such as recycling and composting.

The Town is also open to partnering with other Towns on a Regional level in any worthwhile endeavor to improve life quality in the area. For instance a regional clean-up project would be one such venture

7.

IMPLEMENTATION & MONITORING STRATEGY

7.1 General

If this ICSP is to become a living and evolving document, monitoring to ensure goals and actions have been undertaken and general time lines followed, will be essential.

The Town of Rocky Harbour is committed to this principle and will work to ensure that this ICSP becomes a guiding principle in the Town's development processes, and that it will evolve as required to continue the process of sustainability in each of the five pillars.

7.2 Implementation

Implementation of the ICSP is the responsibility of the Town Council, who will be the ICSP implementation committee (ICSPIC) who will take the lead position in all of the listed projects and actions, but will retain the right to appoint committees or other partnering bodies to implement specific actions. The Town Manager/Clerk will coordinate the different initiatives and ensure the groups responsible for any initiatives are actively implementing it.

It is Council's intent to implement those projects/actions over a five (5) year time period. The ICSPIC will, at its first meeting after acceptance of this ICSP, review the projects and establish priorities.

The Council will also be responsible, through the Manager, for determining the most viable funding options for any specific action and ensuring all necessary applications are in place.

7.3 Monitoring

Since implementation of the ICSP is the responsibility of Council, the Council will also be responsible for monitoring and evaluating its progress, but not by way of a Council-only committee. This ICSP overview committee will consist of the Mayor, the Town Manager (or clerk), another Council member, and two non-council members appointed from interested members of the public.

A suggested monitoring process (to be approved by Council) would contain the following basis tasks:

Semi-Annually

- Manager to provide a progress report to the Committee on the scheduled actions.
- Committee will review the Managers report, assess progress and report to Council.

Annually

Committee will:

- Review and revise all projects/actions.
- Review goals, make revisions as required.
- Review vision statement and revise as necessary.
- Report to Council.
- Meet with Council to review process.
- Inform public and allow opportunity for new input, comments etc.
- Revise ICSP as necessary.

APPENDIX

▲ ACKNOWLEDGMENTS

▲ COUNCIL RESOLUTION

ACKNOWLEDGMENTS

- Mayor & Council
- Town Clerk
- Respondents to Questionnaires and other members of public
- Statistics Canada (Demographic Information)
- Red Ochre Board “Strategic Economic Plan”