



TOWN OF
Paradise

Your Paradise:
Plan 2022

Prepared by:
Twells Consulting Team
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Message from the Mayor

Your Paradise: Plan 2022

February 2020



It is my pleasure to present Your Paradise: Plan 2022, a new strategic plan to guide the Town of Paradise for the next three years.

Your Paradise: Plan 2022 is based on input from our residents, business community, community groups and employees. As a Council we understand the importance of developing a plan that reflects the vision of our stakeholders and I thank all those who took the time to share their ideas, provide feedback, and be engaged in the process.

With the new strategic plan, we present a new vision for our Town. Your Paradise - creating a thriving, well-balanced community together – a vision which captures the vibrancy, community-centric and ideals of one of the fastest growing municipalities in the province and across the country. We want to ensure that we are focused on making the decisions that best meet the needs of all stakeholders, that support our continued growth and development and that foster a strong sense of community.

Over the next three years, the Town's work will focus on five strategic priorities: Infrastructure and Economic Growth, Social and Cultural Health, Environmental Stewardship, Regional Collaboration, and Governance and Engagement. These over-arching areas capture the long-term priorities for Paradise to focus and shape the Town's growth through to 2022. It provides over-arching direction to guide Council in setting priorities and making decisions on policies, programs and budgetary priorities.

As a Council, we are excited to have a new vision and new plan to guide our work over the three years and beyond. A plan that is based on input from our stakeholders, provides strategic priorities, and looks ahead to where the Town of Paradise needs to be in the years ahead.

Your Paradise: Plan 2022 is for you and together we will ensure the Town of Paradise continues to be a great place in which to live, work and play.

A handwritten signature in blue ink that reads "Dan Bobbett". The signature is fluid and cursive, with a large initial "D".

Dan Bobbett, Mayor

executive summary

Context for this Strategy

The Town of Paradise is a progressive, growing community of approximately 23,000 with a youthful demographic and a bright future. It has experienced continuous growth since becoming a municipality in 1971. In the 2000s, it became the fastest growing municipality in Atlantic Canada.

The Paradise Strategic Plan ('Your Paradise: Plan 2022') has been prepared to guide the governance and management of the municipality as it heads into the 2020s. It captures the long-term priorities and sets overall direction for the Town. As such it is meant to play a major role in the on-going process of community building, Paradise-style. This strategy needs to be understood within the context of a number of other strategies and plans undertaken by the municipality such as the Municipal (Land Use) Plan; the Economic Development Strategy; the Open Space Master Plan; the Traffic Plan; the Asset Management Plan; etc.

As the overriding management document for the municipality, it will become part of Council's budgeting cycle and guide major policy decision making.

The Twells Consulting team was engaged in February 2019 and, working with the Steering Committee, underwent a comprehensive consultation program involving members of Council, Town staff, businesses, community groups and residents. Included were one-on-one interviewing, focus groups, on-line surveying (residents and town staff), public meeting and workshop formats. In addition, the strategic plans of seven municipalities across the province and the country were reviewed for benchmarking purposes as well as to identify best practices in terms of structure and content.

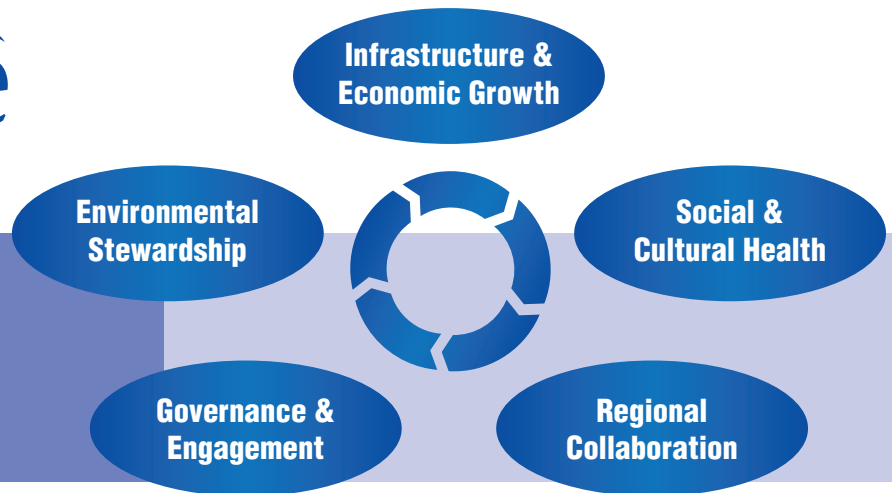
The consultation program culminated with a workshop in July, 2019 with councillors and senior staff, where a vision and five priority strategy areas were agreed to, each with specific strategies, as a framework for development of **Your Paradise: Plan 2022**. This is outlined on the following two pages.

The Plan includes, for each of the five strategy areas, a series of tasks, each with assignment of responsibility, timeframe, resource requirements and outcomes.



Strategic Plan Summary

VISION: Your Paradise – creating a thriving, well-balanced community together



1. INFRASTRUCTURE & ECONOMIC GROWTH

GOALS: To ensure that appropriate infrastructure is put in place that will guide, support and encourage subsequent investment, new enterprise development and the growth and expansion of existing businesses. To pursue a proactive economic development approach aimed at growing and diversifying the economic base of the municipality.

STRATEGIES:

1. Continue the focus on creation/development of the Community Centre¹ and related strategic initiatives.
2. Streamline the development/approvals process. Provide service excellence and efficiencies.
3. Enhance business and retail growth improving balance between residential and commercial/industrial assessment base and continue to diversify revenue sources.
4. Continue maintaining/replacing existing infrastructure as well as investing in appropriate new infrastructure to keep pace with, and facilitate, future growth.
5. Remain attractive and responsive to future citizens and businesses looking to relocate in the region while pursuing retention initiatives for existing businesses.

2. SOCIAL & CULTURAL HEALTH

GOAL: To advance the social and cultural health of Paradise such that all residents feel part of, and can contribute to, building their community.

STRATEGIES:

1. Strive for all municipal buildings and facilities to be accessible for all residents and visitors.
2. Further to the program development strategy in the Recreation / Open Space Master Plan, promote diversity (subsidies to under-represented groups, low income, single parents, persons with disabilities) and inclusion in all Town programs and services, including through partnerships with service agencies and provincial funding groups.
3. Continue to provide recreation opportunities to meet the needs of a growing community.
4. Focus on the creative and cultural health of the community through an arts and culture strategy.
5. Recognizing that volunteer involvement is a huge piece of Social and Cultural Health, continue to implement the volunteer engagement strategy in the Recreation / Open Space Master Plan.

¹ Defined as the area bounded by Topsail Rd., McNamara Dr., Kenmount Rd. and Karwood Dr.



3. ENVIRONMENTAL STEWARDSHIP

GOAL: To ensure that Paradise sets a leading example by running its own operations in a sustainable manner and encourages residents and other municipal stakeholders to do likewise, thus ensuring a healthy ecology and environment for the Town today as well as for generations to come.

STRATEGIES:

1. Continue to enhance parks, trails, ponds, and open space for public enjoyment.
2. Continue to preserve bio-diversity by protecting green spaces, waterways and other resources important to ecosystem health.
3. Strive for optimum energy efficiency in all municipal facilities.
4. Continue investing into progressive recycling and waste management programs.
5. Strive for a carbon neutral footprint in municipal operations.

4. REGIONAL COLLABORATION

GOAL: To continue the current regional initiatives and become a leading advocate for regional collaboration on the Northeast Avalon.

STRATEGIES:

1. Continue to pursue opportunities for collaboration with regional partners: There are several opportunities that could be pursued during the tenure of **Your Paradise: Plan 2022**, including:
 - *Pursue agreements on shared use of recreation facilities.*
 - *Pursue major sporting events such as the 2025 Canada Games that attract a significant number of visitors to the community.*
 - *Work with partners in furthering development of the Northeast Avalon as a major tourist destination.*
 - *Advocate for completion of the Northeast Avalon Regional Plan.*
 - *Work with partners to develop a regional emergency services plan and the Northeast Avalon Atlantic Coastal Action Program.*
 - *Similar to above, consideration should be given to a regional Recreation Open Space Master Plan.*
 - *Continue transportation and connectivity planning in concert with federal, provincial and regional partners.*

5. GOVERNANCE AND ENGAGEMENT

GOAL: To ensure that Paradise is transparent and accountable in all its dealings with the public and other stakeholders, and that it communicates with those stakeholders on an on-going basis.

STRATEGIES:

1. Improve channels for on-going consultation and communication with all stakeholders.
2. Continue the commitment to transparent decision-making and administrative processes.
3. Continue to pursue best practices in municipal governance.
4. Reinforce the Paradise brand identity that celebrates placemaking and reinforces the Vision.



making it work

Your Paradise: Plan 2022 will be implemented over the next three years. Following its endorsement in principle by Council, a priority will be to present it to the public and ensure that key stakeholders are fully informed. Main actions in this direction will include:

- **Communication of the Plan to all Town staff**, and explanation of the Town's adoption of the LEAN program² as the means to do it;
- **A public meeting/presentation to 'unveil' the Plan:** This would be a presentation of the Plan to the public by municipal staff, and could involve facilitation and/or a presentation by the consulting team;
- **Posting of the Plan (in whole as well as a summary version) on the Town's website**, with further notifications on social media; and
- **Specific notification to key stakeholders and community leaders**, the summary version of the Plan to be sent in a mail communication to key leaders and influencers within the business and volunteer sectors. In addition, the Vision statement should be prominently posted at all Town facilities.

In addition, maintaining channels for on-going consultation and two-way communication will be a priority.

Your Paradise: Plan 2022 will be the overall guiding document for Council policy and program decisions. As such, it will become part of the annual budgeting cycle. Other plans previously adopted by the municipality will be brought into line with **Your Paradise: Plan 2022**, as described in the Plan itself.

Conclusion

Paradise has great potential for continued growth as a vibrant, inclusive community within the Province and the Northeast Avalon Region. **Your Paradise: Plan 2022** has been crafted to help realise this potential. As such, it focuses on the 'triple bottom line' of community strategic planning, namely: Economic Growth and Infrastructure, Social and Cultural Health, and Environmental Sustainability. The other key action areas are Governance and Engagement (articulating the municipality's commitment to accountability, transparency and service excellence) and Regional Collaboration (becoming a leading advocate for collaboration within the Northeast Avalon Region).

² For an overview of philosophy and methodology of this program, see: https://en.wikipedia.org/wiki/Lean_Six_Sigma.

1.1 Why a Strategic Plan is Important and Necessary

Developing a strategic plan is an important and necessary initiative for a municipality. Because towns and cities have to provide for the needs and aspirations of residents in a variety of service areas, from the provision of hard infrastructure such as roads and sewers to the offering of softer services such as recreation and cultural programs, the demand to do many things always exceeds the ability to provide them. For a community such as Paradise, this basic situation is exacerbated by the fact that the Town is growing quickly, so not only does planning need to be done for today, but for tomorrow as well.

The essence of strategic planning is making rational choices about how to allocate limited resources. For a municipality, this means using tax revenues and other sources of funding (from provincial and federal sources, the sale of permits and licences, user fees, etc.) in an optimal way to meet a reasonable number of demands from residents (as well as any obligations that they must meet due to provincial and federal requirements). At the end of the day, there is simply not enough money to do everything. Accordingly, a strategic plan, which is based upon extensive input from residents, staff, Council, and other stakeholders, examines all of the demands upon a municipality and determines which are priorities and thus need to be addressed using its always-limited financial and staff resources. The strategic plan articulates these priorities and thus acts as a guide for Council, staff and the general community as to how resources will be spent.

As well, for the general community, a strategic plan is a signal that their locally-elected government is listening to them and responsive to their needs while at the same time being fiscally and socially responsible.

1.2 The Need to Update the Paradise Strategic Plan

The Town of Paradise produced a strategic plan in 2015 with a horizon of four years (2015 – 2018). At present, this plan is, therefore out of date and so a new plan was needed to guide the decisions of the town going forward. In the fall of 2018, the town developed a request for proposals for the creation of a new strategic plan and the Twells Consulting Team was engaged for the task.

The town had experienced unprecedented growth during the life of the previous plan and the council felt it essential to create a new plan to capture the long-term priorities for residents, businesses and stakeholders. As well, it is the intention of this present plan to not just guide the municipality over the next three years, but also to act as a building block and foundation for future plans.

1.3 Activities Undertaken as Part of this Plan

Your Paradise: Plan 2022 was prepared in three phases:

Phase I – Stakeholder Engagement and Information Gathering

Phase II – Strategy Workshop with Council and Directors

Phase III – Creation of the Strategy Document

Detail of the activities in each phase are shown in the table below.

| | Task Description |
|-----------|--|
| Phase I | 1 Start Up / Project kick off meeting |
| | 2 Collect and review documentation |
| | 3 Questions arising to committee |
| | 4 Develop consultation and interview plans |
| | 5 Agree consultation plan and interview guide with committee |
| | 6 Interviews with Mayor and Council (x7) and select staff (x5) |
| | 7 Develop consultation / engagement communication plan |
| | 8 Agree communication plan with Communication Manager - align design / branding |
| | 9 Staff Information / discussion meeting |
| | 10 Develop survey / focus group questions |
| | 11 Agree questions set with committee |
| | 12 Staff Survey / analysis |
| | 13 Deploy web based surveys to residents / businesses / developers |
| | 14 Plan public forum meeting |
| | 15 Hold public forum |
| | 16 Hold resident focus group meetings (x 2) business focus group (x1) community group (x1) |
| | 17 Collect all data gathering results and analyse and create a summary report |
| Phase II | 18 Analysis and roundtable discussion with steering committee |
| | 19 Prepare strategy implementation workshop with council, staff |
| | 20 Facilitate workshop to create a roadmap / scorecard |
| | 21 Conduct a cross jurisdictional comparison of best practice |
| Phase III | 22 Prepare draft 1 report |
| | 23 Submission Draft 1 report |
| | 24 Present First Draft to committee and council |
| | 25 Update report based on feedback from committee |
| | 26 Submit Draft Final Report to steering committee |
| | 27 Collect feedback and create final report |
| | 28 Submit Final Report |
| | 29 Collect and curate all project documents and submit to steering committee |



1.4 How to Use this Strategic Plan

There are three fundamental ways in which a strategic plan is useful to a municipality. These are:

- 1. In the formulation of public policy:** A strategic plan provides an overarching policy umbrella within which all other municipal policies should be aligned. With a strategic plan in place, all subsequent municipal policies developed should be seen as avenues through which the overall strategic plan is to be realized. All should be seen as ways in which the overall municipal strategic plan is to be fulfilled. Even when such policies are in place prior to the development of the strategic plan, as they are periodically reviewed and updated, this should be done in light of the extent to which they help realize the plan.
- 2. As an aid for specific decisions:** From time to time various opportunities may arise in the life of the community where decisions need to be made with a relatively quick turnaround. Examples include grants that may become available, or opportunities to purchase land in strategic locations, or requests that have been made of the municipality by individuals or companies. In such situations, making decisions according to whether they further the goals of the strategic plan can be very helpful in weighing various options and ultimately making a decision.
- 3. As a message to the community:** Promoting the fact that the municipality has a strategic plan in place to guide its future decisions sends a very powerful message to residents, businesses, potential investors, suppliers, other governments, and key stakeholders. It shows that the municipality is proactive and forward-thinking, and, **strategic** in its approach to dealing with the world. This creates a sense of trust and respect in the minds of those who are interacting with the municipality in whatever capacity.

Recognizing these uses of a strategic plan, there are various ways in which **Your Paradise: Plan 2022** can be used, including:

- Creating a summary version of the Plan for distribution to residents as well as anyone else dealing with the Town (the ‘marketing message’ as outlined above)¹.
- Having all staff reports to Council on any new initiatives also discuss how the proposal helps further the Plan.
- In the development of any new or revised public policies, ensuring that alignment with the Plan is carefully thought through and articulated.
- Ensuring that all staff (existing as well as new hires) receive exposure to the Plan and training as required.
- Ensuring that the Plan is reviewed annually with a view to determining overall progress, any remedial action required, and whether any areas require modification or updating.

These actions will ensure that the strategic Plan remains relevant and useful as a guide to the municipality moving forward. In particular, the LEAN process the Town is adopting will reinforce these directions.

¹ Note that the Executive Summary of this Report has been designed with this purpose in mind.

findings from the consultation process

2.1 Interviews

2.1.1 Introduction

Having one-on-one consultations with all members of Council and senior staff was a vital part of the consultation program. This was done early in the process so that their input could help set the stage for the work to follow. Interviews were completed with the Mayor, Deputy Mayor, Councillors and six senior staff.

2.1.2 Highlights of Input Received

Vision for Paradise in 10 Years? Key components of a Vision for Paradise were:

- *A fully-inclusive and age-friendly community, offering programs to all ages and income levels*
- *A leader in new ideas, innovation and municipal management*
- *A developed central core, with well-preserved natural areas*
- *Improved infrastructure and facilities, including an alternative highway access, selected water and sewer upgrades, and a multi-sport indoor turf facility*

Community Strengths? Strengths mentioned included:

- *Strategic regional location*
- *Young demographics*
- *Diverse natural assets*
- *Developable land for expansion*
- *Generous recreation facilities*
- *Low debt-to-service ratio.*

Weaknesses? Weaknesses mentioned were:

- *Relatively small commercial tax base (as a percentage of the total)*
- *Perceived traffic congestion*
- *Inability to provide water above 160 metres*
- *Aging & sub-standard infrastructure (esp. Evergreen Village)*
- *Cost of meeting federal wastewater guidelines*
- *Departmental software not integrated*
- *Staff working in silos*

Opportunities? Significant opportunity areas were seen to be:

- *To be more proactive in management of development and infrastructure*
- *Greater housing diversity, including seniors housing*
- *Improved optimization and efficiencies regarding utilities*
- *Better alignment among Departments, including integrated software management*
- *More regional co-operation, e.g., in partnering/sharing on recreational facilities, planning major recreational events and emergency services*



Threats? Key threats were seen to be:

- *Cost of replacing aging and deficient infrastructure*
- *Escalating costs of regional services*

Interviewees were also asked what the Town should initiate, and stop doing. The consensus views here were:

Start:

- *Balancing growth and infrastructure*
- *Placing more emphasis on cost control*
- *Promoting environmental consciousness (e.g., in waste reduction/re-use/recycling)*

Stop:

- *Being reactive and inconsistent in approving development*

2.2 Focus Groups

2.2.1 Introduction

Effective consultation with the community was an important part of the Strategic Plan development process. This included the staging of a series of focus groups; with representatives from Business, Developers and Community Recreation and Service organizations. Their input is summarized below.

2.2.2 Highlights of Input Received

Business Focus Group

Vision for Paradise?

- *A well-developed downtown core*
- *Walkable*
- *Higher density, with a range of retail and service offerings*
- *A town for young families*

Strengths from a business perspective?

- *Good connection between Planning and Economic Development Departments*
- *An improved development approval process*
- *Lots of land available for new ventures.*

Improvements needed?

- *More streamlining of the approval process to improve efficiency and turnaround times*
- *Special incentives for youth business start-ups*
- *Public education/awareness-raising around becoming more receptive to new business*

Developers Focus Group

Vision for Paradise?

- *Mixed use neighbourhood development, providing a lifestyle not available in a larger centre, with excellent recreation opportunities*

Improvements needed?

- *Town's development process has been a source of dissatisfaction and frustration for them, particularly over the past 10 years*
- *A lean management approach is needed to the development approval process, with rules clearly communicated up front and good co-ordination between Departments*
- *Town's bureaucracy needs to be right-sized. Developers need to be treated as partners in community development and betterment*

Community Recreation and Service Focus Group

Vision for Paradise?

- *A collaborative approach to sports and recreation between the Town and all groups*
- *The addition of a Techniplex-type facility with walking trail and turf field*

Community Strengths?

- *Network of green spaces and trails*
- *Double Ice Complex – seen to be an excellent facility*
- *Desire of community groups to work together*

Improvements needed?

- *Upgrading of several sports facilities to meet current and future needs*
- *Improved interaction between the Town and community groups*
- *Erosion of the Town's volunteer base needs to be addressed*
- *A joint usage agreement with adjacent municipalities re swimming needs to be developed*
- *Advocate for outdoor recreation facilities on school properties*
- *Form an organization to bring all community groups together on a regular basis (e.g. the Community Sport Alliance)*

2.3 Community Survey

2.3.1 Parameters of the Survey

In order to obtain community input to the strategic Plan, a community survey was undertaken. The survey was online, and ran from mid-June to mid-July, 2019. A prize was offered as an incentive to participate; the winner was selected randomly and the prize awarded by the Town in mid-August, 2019. The survey was promoted widely by the Town through the website, regular communication channels (e.g. social media, weekly Shoreline ad, ToP News), and by staff.

The survey elicited a very high return of 974 responses. While technically not a statistically representative survey (as respondents were self-selecting rather than being randomly chosen) the results are felt nonetheless to be widely reflective of the aspirations of residents. The high number of respondents speaks to a wide interest in the community and the Plan.

The full survey results are presented in Appendix A (in a separate document); the highlights reported below are those that most directly influenced the development of the Plan.

2.3.2 Highlights of Survey Results

Highlights are as follows:

- average household size was 3.3 persons, significantly higher than the 2.4 average household size for the St. John's Census Metropolitan Area (CMA) overall (*from the 2016 Census*) – this reflects the greater proportion of young families in the municipality
- also indicative of this fact is that only 9.4% of the population of responding households was reported to be seniors (age 65 or older) compared to 14.8% of the St. John's CMA overall (*from the 2016 Census*)
- respondents showed a range of timeframes in terms of how long they had lived in Paradise: while 45% of respondents had lived in the Town for 10 years or more, 29% had lived in the community for 5 years or less
- most (88%) respondents lived in a single-family detached dwelling; slightly under 8% lived in apartments or townhouses
- responding households reported an average of 1.8 full-time employees and 0.2 part-time employees – an implication of this is that most households have 2 working adults to support the household
- average household incomes are relatively high: 65.2% of respondents reported household incomes of \$100,000 or higher, with nearly 30% reporting incomes of \$150,000 or more
- many community services were used quite frequently; some quite infrequently, as shown in the following table:



| Municipal Service | Used Very Frequently | Used Sometimes |
|---|-----------------------------|-----------------------|
| Driving municipal roads | 97.0% | 2.1% |
| Using parks and greenspace | 57.0% | 33.4% |
| Using Town recreation facilities | 35.6% | 39.8% |
| Participating in recreation programs | 24.5% | 34.6% |
| Using the Town website | 23.4% | 56.8% |
| Reading the Town of Paradise electronic newsletter (ToP News) | 17.9% | 31.3% |
| Using the Town app (Pingstreet) | 9.7% | 19.1% |
| Applying for permits | 1.2% | 17.4% |

- levels of satisfaction with current services varied significantly, as shown in the table following – note, however that in many cases where satisfaction levels were low, the ‘Can’t Say / Not Applicable’ percentage is high, reflecting the fact the residents are simply not using the service (and thus unable to rate it)

| Municipal Service | Very Satisfied | Somewhat Satisfied | Can’t Say / Not Applicable |
|--|-----------------------|---------------------------|-----------------------------------|
| Automated Waste Collection | 70.8% | 22.3% | 2.8% |
| Town Facilities: Paradise Double Ice Complex, Rotary Paradise Youth and Community Centre | 56.2% | 31.8% | 9.4% |
| Fire Services | 54.7% | 19.8% | 24.8% |
| Paradise Park | 39.5% | 38.8% | 15.7% |
| Town events (e.g. Christmas Parade) | 36.4% | 41.8% | 16.5% |
| Community skating | 31.7% | 27.4% | 31.2% |
| Winter parking control (in relation to snow clearing) | 26.4% | 45.1% | 12.7% |
| Snow clearing | 23.9% | 42.0% | 1.7% |
| Youth activities | 18.6% | 32.7% | 41.9% |
| E-newsletter | 17.2% | 28.6% | 51.6% |
| Municipal Enforcement | 17.1% | 36.6% | 26.8% |
| Facility booking and rental | 16.0% | 24.6% | 54.1% |
| Fitness programs | 15.5% | 28.2% | 48.4% |
| Resident notification | 14.3% | 48.3% | 18.6% |
| Dog / cat licenses | 13.3% | 13.4% | 70.5% |
| Summer Day Camps & After School Program | 13.0% | 12.9% | 69.2% |
| Property taxes - process of setting and notifying about tax rates | 11.9% | 50.4% | 13.7% |
| Road maintenance | 8.1% | 35.6% | 0.9% |
| Metrobus | 7.4% | 10.9% | 70.5% |
| Permitting process | 6.9% | 19.0% | 66.3% |
| Development applications | 5.6% | 21.9% | 58.9% |
| Property taxes - value received for tax dollars | 5.0% | 42.2% | 11.0% |

| Municipal Service | Very Satisfied | Somewhat Satisfied | Can't Say / Not Applicable |
|----------------------------------|-----------------------|---------------------------|-----------------------------------|
| Property taxes – amount of taxes | 2.9% | 39.4% | 9.8% |

- respondents were asked to indicate the extent to which they agreed with various strategic statements relating to the future of the Town of Paradise, resulting in the following:

| Statement | Absolutely Agree | Somewhat Agree | Neither Agree nor Disagree | Somewhat Disagree | Absolutely Disagree | Can't Say / Not Applicable |
|---|-------------------------|-----------------------|-----------------------------------|--------------------------|----------------------------|-----------------------------------|
| My Paradise should strive to be known as a family-centric community, meeting the needs of residents of all ages. | 87.8% | 9.9% | 1.3% | 0.4% | 0.0% | 0.7% |
| My Paradise should strive to be the most welcoming, inclusive and accepting community in the region for residents of all types | 74.1% | 18.7% | 4.7% | 1.3% | 0.6% | 0.7% |
| My Paradise should strive to be an accessible, barrier-free community to the maximum extent feasible | 72.6% | 20.6% | 4.4% | 0.8% | 0.4% | 1.2% |
| My Paradise should strive to achieve and maintain the lowest residential tax rates in the region | 71.0% | 20.3% | 6.7% | 2.2% | 0.1% | 0.7% |
| My Paradise should strive to become an attractive location for businesses and industry | 68.1% | 23.3% | 3.9% | 3.6% | 0.7% | 0.3% |
| My Paradise should strive to become the sports and recreation hub of the region | 58.6% | 26.8% | 9.5% | 3.6% | 0.5% | 1.0% |
| My Paradise should strive to reduce its carbon footprint to the maximum degree possible with a goal of ultimately becoming carbon neutral | 39.4% | 33.9% | 18.9% | 2.6% | 2.3% | 2.9% |
| My Paradise should become a thriving arts and creative industry hub | 30.0% | 35.7% | 19.1% | 3.2% | 2.0% | 1.1% |
| My Paradise should focus on being the most attractive retirement community in the region | 27.2% | 28.1% | 26.0% | 13.0% | 4.4% | 1.3% |
| My Paradise should focus on being more of a commercial and industrial hub for the St. John's region | 19.5% | 26.7% | 19.0% | 20.4% | 13.3% | 1.2% |

2.4 Staff Survey

2.4.1 Parameters of the Survey

In addition to input from the general community, it was critical to obtain feedback from municipal staff who are typically much more attuned to the overall operations of the municipality. As well, many municipal staff deal with the public on a face-to-face basis and thus have a first-hand knowledge of public issues and concerns.

An on-line survey instrument was employed. Confidentiality was guaranteed for all respondents. In total, 25 responses were received. The full survey results are reported in Appendix B (in a separate document).

2.4.2 Highlights of Survey Results

Highlights of the staff survey results are as follows:

- a representative mix of staff responses were obtained, comprising:
 - 11 managers (46%)
 - 4 supervisory (17%)
 - 9 line & other (37%)
- most respondents were full-time staff (92%)
- all departments were represented
- a good mix of new and long-term staff was reflected in the survey results:
 - 1/3 had been with the municipality for 10+ years
 - 54% had been with the Town for 5 years or less (and 21% less than 2 years)
- most respondents felt the municipality was doing a good job overall
 - 82% felt that the municipality was performing well in their own department or area
 - 78% felt that the municipality was performing well in other departments or areas
- those who felt that the municipality was **not** doing a good job overall (4 respondents) were asked what should be done to improve the overall situation – their responses were:
 - Improve morale and working environment: 4 responses (100%)
 - Improve communications **between** departments: 3 responses
 - Improve communications **within** departments: 3 responses
 - Improve policies, procedures, processes: 3 responses
 - Better equipment: 2 responses
 - Better technology: 2 responses
- as with the general community survey, respondents were asked to indicate the extent to which they agreed with various strategic statements relating to the future of the Town of Paradise – note that just 15 staff responded to this set of questions: some not responding to this question did not live in the Town (and presumably felt that they were not ‘entitled’ to respond) and some did live in Town (and may have responded to these questions through the community survey) – in any event, the responses were as follows:

| Statement | Absolutely Agree | Somewhat Agree | Neither Agree nor Disagree | Somewhat Disagree | Absolutely Disagree | Can't Say / Not Applicable |
|--|------------------|----------------|----------------------------|-------------------|---------------------|----------------------------|
| My Paradise should strive to be known as a family-centric community, meeting the needs of residents of all ages. | 46.7% | 46.7% | 6.7% | 0.0% | 0.0% | 0.0% |
| My Paradise should strive to be the most welcoming, inclusive and accepting community in the region for residents of all types | 80.0% | 20.0% | 0.0% | 0.0% | 0.0% | 0.0% |

| Statement | Absolutely Agree | Somewhat Agree | Neither Agree nor Disagree | Somewhat Disagree | Absolutely Disagree | Can't Say / Not Applicable |
|---|------------------|----------------|----------------------------|-------------------|---------------------|----------------------------|
| My Paradise should strive to be an accessible, barrier-free community to the maximum extent feasible | 73.3% | 26.7% | 0.0% | 0.0% | 0.0% | 0.0% |
| My Paradise should strive to achieve and maintain the lowest residential tax rates in the region | 26.7% | 33.3% | 13.3% | 26.7% | 0.0% | 0.0% |
| My Paradise should strive to become an attractive location for businesses and industry. | 53.3% | 26.7% | 6.7% | 13.3% | 0.0% | 0.0% |
| My Paradise should strive to become the sports and recreation hub of the region | 26.7% | 33.3% | 20.0% | 20.0% | 0.0% | 0.0% |
| My Paradise should strive to reduce its carbon footprint to the maximum degree possible with a goal of ultimately becoming carbon neutral | 13.3% | 66.7% | 20.0% | 0.0% | 0.0% | 0.0% |
| My Paradise should become a thriving arts and creative industry hub | 33.3% | 33.3% | 13.3% | 20.0% | 0.0% | 0.0% |
| My Paradise should focus on being the most attractive retirement community in the region | 6.7% | 46.7% | 20.0% | 20.0% | 0.0% | 6.7% |
| My Paradise should focus on being more of a commercial and industrial hub for the St. John's region | 13.3% | 40.0% | 13.3% | 33.3% | 0.0% | 0.0% |

- the final question asked was whether staff ever hear from the general public regarding what the municipality does well and what it does not do well – 12 staff persons reported that, yes, they do hear from the public in this regard – when further asked about what they hear, comments were:

What Paradise Does Well

- recreation programs (2 mentions)
- snow clearing (2 mentions)
- waste management (2 mentions)
- programs and events for all ages (2 mentions)
- construction
- permitting
- building advice
- growth and development
- people say we are better than our neighbours

What Paradise Does Not do Well

- traffic concerns (2 mentions)
- public communication (2 mentions)
- timelines of social media
- public consultation
- planning of construction projects
- roadwork
- snow clearing
- not enough sports infrastructure
- overall customer service
- look after staff

2.5 Town Hall Meeting

A public meeting was held on June 20, 2019, with Council members and local residents in attendance. The discussion revealed the following priorities.

Vision for Paradise? Preservation of peace and quiet, for the rural parts of the Town, particularly. Preservation of the Town's natural heritage, including its ponds, parks and green spaces. Respect for all generations. Paradise to become an incubator of young minds.

2.6 Benchmarking: Experience Elsewhere

Part of this project involved benchmarking other communities in order to determine how they have structured their strategic plans and addressed key action areas that they felt to be significant in addressing their own community concerns. The focus in this regard was primarily upon the structure and format of their plans, and not upon specific content or initiatives (which would be expected to differ from one community to the next).

The review focused upon other municipalities in the area and the province and selected other municipalities across Canada who were seen to have exemplary strategic plans.

Those municipalities reviewed included:

Municipalities in NL

- Torbay (2018 – 2021)
- Mount Pearl (2019 – 2023)
- Grand Falls-Windsor (2012 – 2022)
- Happy Valley-Goose Bay (2017 – 2022)

Municipalities Elsewhere Across Canada

- Milton, ON (2015 – 2018)
- Port Hope, ON (2016 – 2018)
- Kawartha Lakes, ON (2016 – 2019)

The charts below show the structure of these plans in terms of the Vision of the communities and the strategic action areas (also referred to as pillars in some plans) to achieve that outcome.

Torbay (2018 – 2021)

| | |
|---------------------------------|---|
| Vision | <i>“A well planned, inclusive community serving the needs of all residents and a desired place for all age groups to enjoy life.”</i> |
| 4 Strategic Action Areas | <p>1) Water Supply: Torbay requires an adequate and sustainable potable water supply to meet its current and future needs.</p> <p>2) Traffic Safety: Torbay requires a Traffic Safety Strategy, including a Transit Plan, to address the many safety issues for pedestrian and vehicular traffic throughout the Town.</p> <p>3) Historic Resources: Torbay requires a history house/museum to meet the Town's cultural and historic needs, to build community pride, and increase tourist potential by marketing the many features of the Town.</p> <p>4) Infrastructure Plan: To develop a Ten-Year Infrastructure Plan for all existing and proposed assets of the Town of Torbay (e. g. roads, sidewalks, water and sewer, recreation facilities, parks, trails, and open spaces).</p> |

Mount Pearl (2019 – 2023)

| | |
|----------------------------|---|
| Vision | <i>“A smart city of engaged citizens, leading the way in sustainable growth.”</i> |
| 6 Strategic Pillars | <p>1) Digital Transformation: Digital transformation will be a cornerstone of our economic development strategy through the A1Next initiative. Technology and innovation will underpin everything we do. The City will lead by adopting technology to enhance our internal operations, engagement and service to the public.</p> <p>2) Citizen Engagement: Citizen engagement encourages two-way communication with our citizens, businesses and key partners within the City and on the Northeast Avalon. It means encouraging engagement among and between residents, groups and organizations, building capacity for volunteerism, sustainable growth and development.</p> |

3) Economic Development: Economic development will diversify and increase our commercial and residential tax base. Through renewed marketing activities and strategic partnerships with our business community, we will attract new businesses and residents, support existing businesses to grow, and enable new industry to settle in Mount Pearl.

4) Enhanced Service Delivery: Enhanced service delivery will focus on a return to the basics, ensuring that residents are getting the best service we can provide. We will adopt “Make it Better” as our service commitment, reminding us that City Council and staff are here to serve the citizens of Mount Pearl.

5) Sustainable Infrastructure: Sustainable infrastructure will guide new capital expenditure and enable prioritization and investment to meet capital replacement needs. We will enhance our asset management and identify sustainable approaches, adopting emerging technology and green approaches wherever possible.

6) Good Governance and Investing in Our People: Good governance will ensure that Council and senior management can effectively fulfill its responsibilities on behalf of citizens. Investing in our people will build a team that will make Mount Pearl the best managed municipality in the province.

Grand Falls-Windsor (2012 – 2022)

Vision

“Grand Falls-Windsor will be a welcoming, healthy and complete community in central Newfoundland that maintains and enhances its unique quality of life, while building a sustainable strong local economy in unison with protecting and preserving the natural environment, and creating expanded arts, cultural, heritage, recreation and social opportunities for local residents and visitors.”

6 Strategic Pillars

1) The Natural Environment: To protect the natural environment; and, to become a more sustainable and complete community.

2) Building Livable Neighbourhoods: To build livable neighbourhoods through consideration of sustainable options for more varied housing densities and design, affordable choices and economically efficient residential patterns; and to pursue quality of life initiatives.

3) Strengthening the Local Economy: To strengthen the local economy through creation of an atmosphere of energy, focus and partnerships.

4) Social Sustainability: To enrich the social fabric and sustainable character of Grand Falls Windsor; and, to improve the unity of the community.

5) Enhancing Mobility Choices and Providing for Infrastructure: To achieve an integrated transportation system within urban communities to provide for equitable and safe mobility choices for varied users, from seniors to children, disabled persons, cyclists, pedestrians and motorists.

6) Governance: Ensuring the staffing and financial capacity to deliver the strategy.

Happy Valley-Goose Bay (2017 – 2022)

Vision

“As the heart of Labrador, the Town of Happy Valley-Goose Bay is a diverse, multicultural, and leading northern community, built on the strengths of its people to create prosperity, opportunities, and a high quality of life.”

5 Strategic Action Areas

1) Economic Vibrancy: Foster a strong and stable economy that supports entrepreneurship and local businesses, and ensures the community benefits from major economic development opportunities in the region.

2) Quality of Life and Inclusivity: Promote a strong sense of belonging, health and wellness, and engagement in community life.

3) Infrastructure Renewal: Ensure local infrastructure meets community needs, improves communications and accessibility, and contributes to health and wellness.

4) Municipal Leadership: Provide local governance that is transparent, collaborative, fiscally responsible and exemplifies service excellence.

5) Environmental Stewardship: Prioritize the ongoing protection and enjoyment of the environment by enhancing the quality of natural areas and ensuring the town is developed in an environmentally sound and responsible manner.

Milton, Ontario (2015 – 2018)

Vision

“Together, we will shape the future of Milton by building a vibrant, thriving and innovative community, where everyone feels welcome, safe, connected and engaged.”

**5 Strategic
Action Areas**

1) Vibrant and Connected Community

- Celebrate Milton’s culture, natural and built heritage.
- Build a complete, connected, and sustainable community where people live, work, learn and play.
- Design a walkable community - connected through on-and-off-road routes.
- Develop a Transportation Plan that is financially supported by all levels of government, safe, efficient and responsive to community needs.

2) Economic Growth

- Focus on job creation, diversification and partnership development.
- Support business and long-term investment in innovation.
- Increase the number of local high value jobs and employers.
- Increase non-residential growth by focusing on attracting knowledge-based industries.
- Continue secondary planning for the Milton Education Village, securing a post-secondary campus and facilities.

3) Financial Stability

- Review and update financial policies to support financial sustainability.
- Manage finances to meet the current needs of the community without burdening future generations.
- Undertake long-range financial plans and forecasts.
- Identify the financial impacts associated with planning, designing, constructing and operating infrastructure (e.g., roads, facilities and parks).

4) Enhanced Communication

- Create a centralized Corporate Communication and Marketing team of experts to coordinate efforts, ensure quality control and transparency of internal and external communications.
- Develop a Corporate Communications Plan that will ensure all communications are proactive, two-way, open, transparent, respectful, consistent and inclusive.
- Develop a Community Engagement Plan to provide a standard process on how the Town will inform, consult and advise residents and businesses on municipal decision-making.

5) Organizational Effectiveness

- Invest in staff training, professional development and succession planning in order to maintain a healthy, sustainable and successful organization.
- Encourage the transfer of organizational knowledge.
- Develop corporate values, in consultation with staff, and identify areas of continuous improvement.
- Assess the appropriateness of the organization’s structure, job titles, descriptions and compensation, to continue to retain and attract top talent.

Port Hope, Ontario (2016 – 2018)

| | |
|---------------------------------|--|
| Vision | <i>“A vibrant municipality dedicated to sharing, preserving and enhancing our unique natural environment and rich cultural, architectural and agricultural heritage.”</i> |
| 6 Strategic Action Areas | <ol style="list-style-type: none">1. To be financially responsible, accountable and sustainable.2. To support a healthy and active community, developing strong partnerships to improve quality of life for all.3. To preserve and enhance our rich cultural heritage and natural environment.4. To support a vibrant business sector, contributing to economic growth and prosperity.5. To build a positive organizational culture, supported by our guiding principles, to deliver high quality services.6. To be open and responsive to our community. |

Kawartha Lakes, Ontario (2016 – 2019)

| | |
|---|--|
| Vision | <i>“Naturally beautiful, offering an exceptional lifestyle.”</i> |
| 3 Strategic Action Areas, and 4 ‘Enablers’ | <p>Strategic Goals</p> <ol style="list-style-type: none">1. A Vibrant and Growing Economy2. An Exceptional Quality of Life3. A Healthy Environment <p>Strategic Enablers</p> <ol style="list-style-type: none">1. Responsible Fiscal Resource Management2. Effective Human Resource Management3. Municipal Service Excellence4. Efficient Infrastructure and Asset Management |

Commonalities in the review of these strategic plans are as follows:

- most have relatively short Vision statements that attempt to be memorable while reflecting the essence of place
- all have between 4 to 7 strategic action areas, with the most common number being 5
- the most typical strategic action areas are:
 - *Economic development (6 of the 7 strategic plans reviewed)*
 - *Infrastructure maintenance and asset management (6 of the 7)*
 - *Organizational and staff excellence (5 of the 7)*
 - *Social development and quality of life (4 of the 7)*
 - *Environmental sustainability (4 of the 7)*
 - *Fiscal accountability (4 of the 7)*
 - *Transportation, transit and accessibility (3 of the 7)*
 - *Citizen engagement (2 of the 7)*

These points were all taken into consideration in developing **Your Paradise: Plan 2022**.



2.7 Senior Staff and Council Workshop

2.7.1 Introduction

On July 23, 2019, the consultant team met with Council and the Town's Senior Staff at the St. Thomas Community Centre. The purpose was to present key findings to date and to reach consensus on a vision and strategic priorities for **Your Paradise: Plan 2022**.

2.7.2 Workshop Highlights

In preparation for the workshop, a document summarizing the input received to date and preliminary conclusions was prepared and circulated to all participants. A Strategic Framework Worksheet was prepared containing a series of strategic priorities and potential themes/action areas for each priority.

The four hour session consisted of a power point presentation of key findings and a series of breakout and plenary sessions, in which all participants were fully engaged. It concluded with consensus on a Vision for **Your Paradise: Plan 2022**, along with the following five strategic priorities, each with a list of action areas.

- Infrastructure & Economic Growth
- Social & Cultural Health
- Environmental Stewardship
- Regional Collaboration
- Governance & Engagement

2.8 Overview

The five strategic priorities listed above align very well with the input received through the consultation process and with the benchmarking review of other municipalities. In particular the following is noted.

Infrastructure & Economic Growth

The pursuit of economic growth and sound infrastructure management are priorities for municipal councils and managers across the country and the same is true for Paradise. There was significant agreement across the board during the consultation process with continuing to develop the Town's commercial/industrial base (although interestingly, community survey respondents placed less emphasis on becoming a commercial/industrial regional hub versus focusing on the arts and creative industries or being a retirement community).

Development of a pedestrian-friendly Community Core with a range of commercial and service offerings (both an economic development and community building initiative) was commonly voiced in interviews and focus groups.

The call to streamline the development approval process was made most strongly at the Developers Focus Group, but also by Business and in the Community Survey (only 24% of respondents were 'very or somewhat satisfied' with the permitting process).

Infrastructure maintenance/management is a key action area in 6 of the 7 benchmark strategic plans reviewed (as was economic development). Council and senior staff also identified it as vitally important for Paradise.

Social & Cultural Health

The promotion of diversity, inclusion and accessibility is a widely held priority for over 90% of respondents to the Community Survey. They were also commonly held objectives for interview, focus group and staff survey participants.

The creative and cultural health of the community is also a priority for many. 66% of Community Survey respondents 'absolutely' or 'somewhat' agreed that Paradise should focus on becoming a thriving arts and creative industry hub. The physical/recreational health of residents was seen as a priority by the Community Focus Group and 85% of Community Survey respondents absolutely or somewhat agreed that Paradise should strive to become the sports and recreation hub of the Region. In addition, the Town Hall meeting saw the preservation of peace and quiet, particularly in the rural areas of Town as important.



Environmental Stewardship

Environmental sustainability is a strategic priority for 4 of the 7 benchmark strategic plans reviewed. 73% of respondents to the Community Survey and 80% of municipal staff respondents absolutely or somewhat agreed that Paradise should strive to reduce its carbon footprint, with a goal of ultimately becoming carbon neutral.

There was widespread support for preserving the Town's natural heritage; its waterways, green spaces, etc. This was considered to be a priority at the Town Hall meeting, the Community Survey (57% of respondents use parks and greenspaces frequently) and by several interviewees. There was also a strong desire from members of Council and senior staff to continue investment in energy efficiency, recycling and waste management.

Regional Collaboration

There was strong support from Council and senior staff for continued collaboration with all regional partners (i.e., to continue existing initiatives and seek out new ones). This spirit was also present in the Community Focus Group, particularly for sharing recreational facilities and pursuing major sporting events.

Governance & Engagement

Continued improvement in management and decision-making practices is an objective expressed by members of Council and senior staff. It was also recommended in the Developer and Business Focus Groups.

Effective citizen engagement is increasing as a governance priority in municipalities across the country, as it is in Paradise. Two of the benchmark strategic plans reviewed, Milton, Ontario and Mount Pearl, identify citizen engagement as a key action area.

Improved communications and collaboration with the Town was identified as a priority by the Community and Developers Focus Groups.

3.1 Strategic Positioning

Paradise is a progressive, expanding community with a bright future. Since its incorporation in 1971, it has experienced continuous growth. In the 2000s particularly, it experienced unparalleled expansion, becoming the fastest growing town in the Atlantic Provinces (from 9,600 people in 2001 to 17,695 in 2011, growth of approximately 84% in a single decade). The current population is approaching 23,000.

Your Paradise: Plan 2022 has been developed to help guide the further growth and development of Paradise, focusing primarily on the next three years.

The Vision crafted in preparing the Plan reflects the dynamic nature of the community and its quest for an inclusive, prosperous future:

Vision: *Your Paradise – creating a thriving, well-balanced community together*

The balance of this Section moves from Vision to Action, outlining the five strategy areas, with related themes or actions, that will help realise the Town's priorities.

3.2 Five Strategy Areas and Rationale

The five action areas comprising the strategy are illustrated in the diagram below. Note that these are not in any order or priority; the arrows simply are meant to show that they are all inter-related and mutually supporting.

The upper three action areas in the diagram, addressing economic, social and environmental priorities comprise what is known in strategic planning as the **triple bottom line**. This is a planning stance typically taken by government, not-for-profit and business organizations as a responsible approach to the development of strategy in that it balances economic, social and environmental concerns in a comprehensive approach to planning¹. The benchmarking review of strategic plans of other municipalities revealed that, directly or indirectly, most other strategic plans reflect this 'triple bottom line' thinking.

The fourth action area, 'Regional Collaboration', recognizes that Paradise does not operate in a vacuum, but rather interacts with the other municipalities in the Northeast Avalon Region to provide certain services in a coordinated and efficient manner². Finally, "Governance and Engagement" articulates the municipality's commitment to accountability and transparency in all that it does.

The next section of this Strategic Plan discusses each of these five areas in greater detail, outlining goals and specific strategies.



¹ See investopedia.com/terms/t/triple-bottom-line.asp

² In addition to the City of St. John's, there are 12 other municipalities that collectively comprise the Census Metropolitan Area (CMA). The three largest are Conception Bay South (approximately 26,000) (Census 2016) and Paradise and Mount Pearl (both approximately 23,000).

3.2.1 Infrastructure and Economic Growth

3.2.1.1 Goals

- ◇ **To ensure that existing assets are maintained and replaced as required, and that appropriate infrastructure is put in place that will guide, support and encourage subsequent investment, new enterprise development and the growth and expansion of existing businesses.**
- ◇ **To continue a proactive approach to economic development aimed at fostering further growth and diversification of the economic base of the Town.**

3.2.1.2 Specific Strategies

1. Continue the focus on creation/development of the Community Centre and related strategic initiatives.

An important consideration for any community is that, in order for there to be a 'sense of place' and identity, there needs to be a common focal area that is recognized as the 'downtown' or the 'Community Centre'. Paradise is in the process of creating such a centre. **Your Paradise: Plan 2022** validates this intention and supports further initiatives to create a vibrant heart of the community where governance, recreation, commercial and civic functions converge. This is the area bounded by Topsail Road, McNamara Drive, Karwood Drive and Kenmount Road.

2. Streamline development/approvals process. Provide service excellence and efficiencies.

A key role of the Town is to guide the development process in such a way as to ensure that the goals of the community are fulfilled and that overall planning requirements are met. The review should determine ways in which the approval process could be streamlined and made more efficient overall³.

Streamlining the development approvals process is one important part of the relationship between the Town and the business community. Another is the need for ongoing, two-way communication on, for example, the municipal budgeting process, key Council decisions that may affect business and disruptions in activities such as road construction. Tactics to be considered include presentation(s) at business functions, a Business Appreciation Night hosted by the Town⁴, and an addition of a regular 'business segment' to the Town's existing e-newsletter.

3. Enhance business and retail growth to improving balance between the residential and commercial/industrial assessment base and continue to diversify revenue sources.

A perennial issue for towns on the outskirts of major cities and employment centres is that they contain a disproportionate amount of residential vs commercial/industrial assessment base. As it is often the residential component of the municipality (rather than the business component) that demands staff-intensive and thus expensive services (e.g. parks and recreation programs) this can lead to situations where municipalities have to continually raise assessment and taxes in order to pay for such services. This in turn underscores the importance of economic development in encouraging commercial and industrial growth in the community.

Your Paradise: Plan 2022 thus recognizes the importance of retaining a strong focus upon business and retail activities that in addition to helping to balance the tax base, also provide jobs and convenient retail opportunities for residents. Specific initiatives to be considered in this component of the strategy are as follows. (Many of these initiatives are currently being pursued by the Town's economic development division. This strategy simply recognizes that these efforts should continue and, where appropriate, be accelerated.)

- *Continue to invest in building economic development capacity internally, ensuring current and relevant community data and statistics are available to be proactive for investment enquiries and strategic development initiatives,*
- *Continue the BR&E (business retention and expansion) program with existing businesses to discuss their future plans and identify ways that the municipality can assist,*
- *Continue to identify gaps in the provision of basic business services to residents and existing businesses, and develop recruitment strategies to attract same to the community,*

³ As a useful approach to streamlining; see: rescon.com/news/files/RESCON_Streamlining_Approvals_Process.pdf and Campbell River: bclocalnews.com/news/new-process-to-streamline-development-approvals-in-campbell-river-says-city/

⁴ See for example, the City of Hamilton Business Appreciation Program: www2.hamilton.ca/NR/rdonlyres/1BB70BD0-C723-4A00-B98A-F253DFA365D7/0/Mar21EDRMS_n281697_v1_5_10_PED12042.pdf

- Continue or intensify efforts to attract new investment to the community, building upon the Town's competitive business advantages and its high standard of living,
- Undertake a skills inventory of the local population as a selling tool to attract potential new businesses (and as a guide to identify where workforce development initiatives may be fruitful),
- Monitor the residential and commercial/industrial assessment base ratio to determine the extent to which the overall tax base is balanced, and
- Review the Town's Economic Development Strategy in light of the foregoing initiatives.

4. Continue maintaining / replacing existing infrastructure as well as investing in appropriate new infrastructure to keep pace with, and facilitate, future growth.

As a continuation of the theme articulated in Strategy #1, Paradise needs to continue appropriate infrastructure investment in order to keep pace with existing growth, and to prepare adequately for the future. This broad strategy area contains within it a number of initiatives, including:

- Consider joining the Community Solutions Network⁵ to ensure access to the latest thinking in terms of smart cities and future infrastructure planning,
- Enter Infrastructure Canada's Smart Cities Challenge⁶ (at some point over the life of **Your Paradise: Plan 2022**) as an incentive to strive for innovative infrastructure solutions,
- Apply smart cities initiatives and solutions as appropriate in decision-making,
- Maintain a comprehensive and appropriate asset management plan for all existing facilities and infrastructure, and
- Maintain a 10-year capital forecast.

As with several of the economic development initiatives, the municipality is already undertaking several of these activities; the thrust here is simply to ensure continuation of this critical aspect of planning.

5. Remain attractive and responsive to future citizens and businesses looking to locate in the region while pursuing the retention of existing businesses.

Paradise is already a highly attractive community for young families and entrepreneurs (drawn by the high quality of amenities, beautiful setting, etc.) The strategic challenge is to maintain this image and identity. Many of the inter-related strategies contained within **Your Paradise: Plan 2022** are aimed at further strengthening and cementing these features. Other ways and means of meeting this strategy are:

- Consider every policy decision reviewed by staff and Council through the lens of 'what will be the impacts upon young families and entrepreneurs?'
- Develop a 'Young Family Advisory Council' to meet periodically and advise Council on any matters of concern to this key market segment, and
- Ensure continued provision of a range of programs and services for young families (parks and trails; recreation activities; events; etc.).

3.2.2 Social and Cultural Health

3.2.2.1 Goal

- ◆ **To advance the social and cultural health of Paradise such that all residents feel part of, and can contribute to, building their community.**

This recognizes that a high level of community social and cultural health is a source of:

- Community pride and identity,
- Health and well-being, and
- Creative capacity-building (through the creative arts, crafts, etc.), leading also to innovation and opportunities for economic development.

⁵ See futurecitiescanada.ca/programs-projects/learning-networks/community-solutions-network/

⁶ See: infrastructure.gc.ca/cities-villes/index-eng.html

3.2.2.2 Specific Strategies

6. Strive for all municipal buildings and facilities to be accessible for all residents and visitors.

Council has been taking action in this area, increasing accessibility to buildings such as the Double Ice Complex and Town Hall. The intent of **Your Paradise: Plan 2022** is for this to continue for new buildings and facilities and for existing ones where, for example, extensive renovations are carried out. The Town will be guided by the standards set out in the Provincial Government's Buildings Accessibility Act, Chapter B-10 and the Accessible Canada Act, Bill C-81.

7. Further to the program development strategy in the Recreation / Open Space Master Plan, promote diversity (subsidies to under-represented groups, low income, single parents, persons with disabilities) and inclusion in all Town programs and services, including through partnerships with service agencies and provincial funding groups.

The objective is to continue developing a culture of diversity and inclusiveness in Paradise, encompassing all residents regardless of age, ethnic background, social/economic circumstance or abilities. This is seen as fundamental for continuing to build a vibrant, creative community. The valuing of diversity and inclusiveness is a common theme for success in the corporate world (to inspire creativity and drive innovation) and it is no less important for communities.

8. Continue to provide recreation opportunities to meet the needs of a growing community.

Paradise has excellent recreation facilities and recently completed a comprehensive Recreation/Open Space Master Plan. The recreation needs of the Town will evolve as the population grows and with changing demographics. The priority of **Your Paradise: Plan 2022** is to monitor and respond to the full range of resident recreation needs, within the resources available to the Town. This will include exploring opportunities for collaboration with other municipalities as well as organizations such as the Newfoundland and Labrador Eastern School District and community service groups.

9. Focus on the creative and cultural health of the community through an arts and culture strategy.

Recognizing that arts and culture are important assets for social and economic growth, many municipalities are preparing arts and culture strategies as part of their strategic planning programs. They include a range of municipalities such as Summerside, PEI; St. John's, NL; Fredericton, NB; Huntsville, ON; Ladysmith, BC and many other cities across the country.⁷

Arts and Culture Strategies typically identify the cultural and heritage resources and practices of the community and outline plans of action focusing on preserving and celebrating the municipality's culture, its heritage resources and building the community's creative capacity through the arts. Identifying strategic linkages between arts, culture and economic development is another common feature.

10. Recognizing that volunteer involvement is a huge piece of Social and Cultural Health, continue to implement the volunteer engagement strategy in the Recreation / Open Space Master Plan.

Volunteers are important in Paradise and in many respects are key partners with the municipality in providing programs and services to a wide range of residents. An important part of the social and cultural health component of this strategy is therefore to encourage, develop and recognize these contributions. The purpose of this initiative and the benefits that would result, would include:

- *to celebrate outstanding volunteers, and hold them up as an example to others in the community.*
- *to provide meaningful and fulfilling volunteer opportunities for Paradise residents.*
- *to recruit volunteers for special tasks with a set time (rather than ongoing) commitment to expand the municipal offering of programs and services.*
- *(where possible and appropriate) to provide job-relevant volunteer opportunities to youth in the community.*

The strategic action here is to create a volunteer development and recognition strategy for Paradise⁸.

⁷ Resources include the Cultural Planning Toolkit prepared by the Creative Cities Network, creativecommons.ca.

⁸ The Province of Alberta has created a guide for municipalities in this regard: see: volunteeralberta.ab.ca/wp-content/uploads/2011/09/Municipality-Toolkit-2011.pdf. See also an example of a municipality posting volunteer opportunities (Guelph): guelph.ca/living/volunteer-opportunities/



3.2.3 Environmental Stewardship

3.2.3.1 Goal

- ◆ **To ensure that the Paradise sets a leading example by running its own operations in a sustainable manner and encourages residents and other municipal stakeholders to do likewise, thus ensuring a healthy ecology and environment for the Town today as well as for generations to come.**

3.2.3.2 Specific Strategies

11. Continue to enhance parks, trails, ponds, and open space for public enjoyment.

This strategy recognizes that access to nature and the outdoors is a fundamental component of human health⁹, and that in urban societies, parks and open spaces are one of the few vehicles through which residents can easily access open-space experiences. The Town could for example, host a workshop day where various presentations on the importance of providing open space were given and invite public input into ways and means of enhancing current efforts.

12. Continue to preserve bio-diversity by protecting green spaces, waterways and other resources important to ecosystem health.

Council understands that there are important ecosystem benefits to the preservation and maintenance of forests, waterways, wetlands and green spaces (including parks) and that maintaining these 'wild spaces' can provide tangible economic savings for Paradise¹⁰ as well as increased quality of life for residents.

13. Strive for optimum energy efficiency in all municipal facilities.

As part of the goal to be a leading example in running its own operations in an efficient and effective manner, Paradise will initiate a review of all its operations to ensure that they are being undertaken in an optimum manner¹¹.

14. Continue investing into progressive recycling and waste management programs.

The object is to continue to co-operate in regional waste management initiatives and for Paradise to continue doing its part in helping fulfill the province's overall waste management objectives¹². In addition to recycling, this includes the need to emphasize the reduction and re-use of consumer goods. The recent announcement by the City of Montreal to achieve 'zero waste' status by 2030 is an example of the ambitious plans currently being laid by municipalities¹³.

15. Strive for a carbon neutral footprint in municipal operations.

Related to strategy #13 above, this strategy underlines Council's intent to measure the overall level of carbon emissions produced by the municipality and to reduce this amount each year, eventually reaching a carbon neutral position. Some of the ecosystem benefits referred to in strategy #12 will contribute carbon offsets towards this objective. Many progressive Canadian municipalities are articulating this goal in their strategic plans^{14, 15, 16}.

⁹ See, for example: ontarioparks.com/parksblog/do-your-kids-suffer-from-nature-deficit-disorder

¹⁰ See: conservationtools.org/guides/95-economic-benefits-of-biodiversity

¹¹ The Nova Scotia guide for municipalities in writing a Multi-Year Energy Management Strategy could be a helpful resource in this regard, see: ecologyaction.ca/files/images-documents/file/Energy/Municipal_EMS_Guide_Final.pdf

¹² See: mae.gov.nl.ca/waste_management/index.html

¹³ See cbc.ca/news/canada/montreal/montreal-zero-waste-grocery-compost-textile-recycling-1.5325319?_vfy=medium%3Dsharebar&fbclid=IwAR2sKwdlhiNL6vDAwxWwgEKIFatwL4ZCkSKILR3u2Zt9Vexdd4L-SJ2ucqg

¹⁴ See: trca.on.ca/dotAsset/68031.pdf

¹⁵ See: landusehub.ca/carbon-neutral-toolkits

¹⁶ An example is the Town of Raymond Alberta, see: cbc.ca/news/canada/calgary/raymond-solar-panels-net-zero-1.5190933?vfy=medium%3Dsharebar&fbclid=IwAR1ibshG4ooynMtPXrBTKRncuTvmkjUsg119pZUpjKGC0g69YidRfvT2WJ0

3.2.4 Regional Collaboration

3.2.4.1 Goal

- ◇ **To continue the current regional initiatives and to become a leading advocate for regional collaboration on the Northeast Avalon.**

Today's economic realities demand more regional collaboration, if urban regions are to remain competitive hubs of innovation and progress within the country. In addition to joint service delivery, the benefits of collaboration include the sharing of knowledge, enhancing local service delivery, addressing urgent issues such as climate change and bringing planning practices in line within the region.¹⁷

3.2.4.2 Specific Strategies

16. Continue to pursue opportunities for collaboration with regional partners.

Opportunities that could be pursued during the tenure of **Your Paradise: Plan 2022** include the following:

- *Pursue agreements on shared use of recreation facilities, both within Paradise and outside the municipality.*
- *Pursue major sporting events such as the 2023 Canada Games for the Northeast Avalon.*
- *Work with partners in furthering development of the Northeast Avalon as a major tourist destination, under the NE Avalon Destination Development Plan, 2016. This could include for example, a regional signage and wayfinding plan and continued efforts to enhance the East Coast Trail and the Grand Concourse.*
- *Advocate for completion of the Northeast Avalon Regional Plan, to guide development, infrastructure and land use within the region. There have been many efforts over several years to complete this document, to replace the 1976 St. John's Urban Region Regional Plan. Bringing it to a successful conclusion will require strong leadership from the provincial government, but Paradise can play an influential role as advocate/broker in making it happen.*
- *Other initiatives in which Paradise can be a strong player include development of a regional emergency services plan and the Northeast Avalon Atlantic Coastal Action Program, dedicated to preserving wetlands, watersheds and coastal areas¹⁸.*

17. Continue transportation and connectivity planning in concert with federal, provincial and regional partners.

The vital relationship between infrastructure and economic development was addressed in Section 3.2.1. Nowhere is this more relevant than having efficient transportation and connectivity networks. Accordingly, the following actions are important components of **Your Paradise: Plan 2022**.

- *Continue working with partners to develop an efficient regional transportation network and access to it by Paradise. This will include continuing to implement the 2014 Traffic Improvement Plan¹⁹ and any subsequent refinements, within the means of the Town and its regional partners.*
- *Continue to pursue with Metrobus, along with residents and business owners, a public transit solution that fits the current and future needs of Paradise.*
- *Continue enhancements/expansion of the pedestrian trail/sidewalk circulation network, including the Grand Concourse and East Coast Trail, with regional partners.*
- *Work with regional partners to ensure that Paradise business owners and residents have access to the latest broadband, wireless technology.*

¹⁷ Resources available include *A Guide to Municipal Co-operation; Succeeding in Regional Partnerships, Saskatchewan Municipal Capacity Development Program, 2010.*

¹⁸ See naacap.ca

¹⁹ Hatch, Mott, MacDonald, *Paradise Traffic Improvement Plan, May, 2014*



3.2.5 Governance and Engagement

3.2.5.1 Goal

- ◇ **To ensure that Paradise is transparent and accountable in all its dealings with the public and other stakeholders, and communicates with those stakeholders on an on-going basis.**

3.2.5.2 Specific Strategies

18. Improve channels for on-going consultation and communication with all stakeholders.

Consultation with the community in policy development as well as major decisions regarding facilities, programs and services is important to Council. This includes continually exploring new ways and means of engaging the public and using technology and social media in such communications²⁰.

19. Continue the commitment to transparent decision-making and administrative processes.

Council already has a strong commitment to transparency in its decision-making, as exemplified by this current strategic planning process. This strategy represents a commitment to continuing and reinforcing this direction.

20. Continue to pursue best practices in municipal governance.

Council will continue to search out and adopt best practices in municipal governance on an on-going basis. There are many resources available to assist the Town in this commitment, including the **Municipal World Knowledge** series and the **Canadian Urban Institute**.²¹

21. Reinforce the Paradise brand identity that celebrates placemaking and supports the Vision.

The object is to create and maintain a brand identity for Paradise that reflects all of the foregoing positive elements of **Your Paradise: Plan 2022**. While Paradise already has an 'informal' positive image and identity, this strategy would reinforce it and project the Town as a well-balanced, progressive and welcoming community for all.

²⁰ Suggestions can be found in resource materials from Grand Falls – Baie Verte – Harbour Breton (open.gov.nl.ca/collaboration/pdf/community_engagement.pdf); Halifax Regional Municipality (shapeyourcityhalifax.ca); Toronto Community Foundation (neighbourhoodartsnetwork.org/learning-room/how-to/tips-for-community-consultation) and Tamarack (tamarackcommunity.ca/communityengagement).

²¹ See: (municipalworld.com/product/guide-to-good-municipal-governance-item-0080 and static1.squarespace.com/static/546bbd2ae4b077803c592197/t/5b23f723562fa75662925e98/1529083689728/CUIPublication.SmartMasterPlanGuide.20180613+2.pdf).

4.1 Implementation Format

The recommended format for the implementation plan outlined in the table below, is as follows:

Strategy & Actions: This section re-states the strategy and associated specific actions involved in ensuring that it comes to fruition.

Responsibilities: Here the specific agency within the municipality that is expected to take the lead responsibility for each action is identified. When a Council decision is required, this is indicated, along with the municipal department that is expected to take the lead role. A role for other community organizations and agencies may be indicated as well.

Timeframe: This specifies the timeframe in which the strategy is expected to be initiated. The timeframes involved are:

- o Ongoing
- o Short-term (throughout 2020)
- o Medium-term (2021 and 2022)
- o Longer-term (2023 and beyond)

Resource Requirements: This considers the financial and human resource requirements required in order to implement the strategy. Both are considered in terms of one-time costs to set up or initiate a plan or program, as well as the on-going operating costs associated with implementing the recommendation.

Targets and Outcomes: The final component of the implementation strategy considers the target outcomes or deliverables from enacting the actions recommended. Measurement of outcomes is an important component of any strategy and for Paradise it goes directly to the heart of being transparent and encouraging communications.

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|---|----------------|-----------|-----------------------|----------|--------------------|
| | | | One-Time | On-Going | |
| Economic Growth & Infrastructure | | | | | |
| <i>Strategy 1</i> | | | | | |
| <i>Strategy 2</i> | | | | | |
| <i>Etc.</i> | | | | | |
| Social and Cultural Health | | | | | |
| <i>Strategy 1</i> | | | | | |
| <i>Etc.</i> | | | | | |

4.2 Implementation Plan

Preamble

The first step recommended for **Your Paradise: Plan 2022** is for Council to endorse it **in principle** as a guiding framework that will be the basis for all future policy and program decisions. Subsequent to this endorsement, all departments within the municipality should review the Plan in detail, including the detailed implementation charts contained on the following pages, and report back to Council on how they intend to activate the Plan. (This should occur fairly soon - within 1 to 2 months of Council having approved the Plan in principle.) This departmental staff review may influence the implementation charts in terms of adjusting timeframes, providing further details on specific deliverables, refinements on resource requirements, etc. Each department should report back to Council on how they intend to implement their particular sections of the Plan.

Any financial resources needed should be identified for Council approval. From that point on, the Plan should become part of the annual budgeting cycle. It should also be determined whether amendments are needed to other plans already adopted by Council to bring them in line with **Your Paradise: Plan 2022**. One staff person should be responsible for co-ordinating all these efforts (probably the CAO or their designate).

From that point on, it is recommended that the senior management team of the municipality meet twice a year to specifically discuss progress on overall Plan implementation and report back to Council in this regard (including any new opportunities or situations that may have arisen and how they are to be accommodated within the spirit of the Plan).

The other action recommended at this initial launch point for the Plan overall is to present it to the public and key stakeholders. Four actions are recommended after the official endorsement in principle of the Plan:

- **Communication of the Plan to all Town staff**, and explanation of the Town's adoption of the LEAN program¹ as the means to do it;
- **A public meeting/presentation to 'unveil' the Plan:** This would be a presentation of the Plan to the public by municipal staff, and could involve facilitation and/or a presentation by the consulting team;
- **Posting of the Plan (in whole as well as a summary version) on the Town's website**, with further notifications on social media; and
- **Specific notification to key stakeholders and community leaders**, with the summary version of the Plan to be sent in a mail communication to key leaders and influencers within the business and volunteer sectors. In addition, the Vision statement should be prominently posted at all Town facilities.

Another vehicle to be considered would be to create a special issue of the Town's e-newsletter with links to the Town website containing information on **Your Paradise: Plan 2022**.

The specific implementation charts for each of the five action areas in the Plan are below, following the structure outlined in Section 4.1 above.

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|--|---|-----------|--|----------|--|
| | | | One-Time | On-Going | |
| Infrastructure & Economic Growth | | | | | |
| 1. <i>Continue the focus on development of the Community Centre and related strategic initiatives.</i> | Council; Infrastructure & Public Works; Planning & Protective Services; (select project manager to be point person) | On-going | To be determined; dependent upon project | | - track capital and operating expenditures that occur in Community Centre, and ensure that they are strategic in nature - track external investment (i.e. non-Town) that occurs in the Community Centre |

¹ For an overview of the philosophy and methodology of this program, see: en.wikipedia.org/wiki/Lean_Six_Sigma

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|---|---|-------------|--|---|---|
| | | | One-Time | On-Going | |
| 2. Streamline development/ approvals process. Provide service excellence and efficiencies. | Planning and Protective Services | Short-term | Staff time to study current situation and recommend improvement (5 days); possibly use consultant assistance for service review (\$5,000) | Could be time savings; to be determined | - measure average current turnaround times and compare with times at the end of the short-term period - would be part of overall LEAN approach of municipality |
| 3. Enhance business and retail growth improving balance between residential and commercial/industrial assessment base and continue to diversify revenue sources. | Planning & Protective Services | Medium-term | Undertake revenue generation review; possibly use consultant assistance for service review (\$15 - \$20,000) | To be determined; dependent upon specific policy decisions and projects supported | - measure residential / commercial assessment base ratio on an annual basis |
| 4. Continue maintaining/ replacing existing infrastructure as well as investing in appropriate new infrastructure to keep pace with and facilitate future growth. | Corporate Services | On-Going | To be determined; dependent upon project; will be significant staff time involved depending upon project | | - develop annual 'infrastructure report' to Council and public |
| 5. Remain attractive and responsive to future citizens and businesses looking to locate in the region while pursuing retention initiatives for existing businesses. | Council; Administrative Offices; Corporate Services; Planning and Protective Services | Short-term | Staff time to review all policy decisions through a 'young families and entrepreneur' lens (likely minimal additional staff time involved) | Minimal | - ensure that this practice is followed for all policy decisions |

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|--|---|-------------|---|--|---|
| | | | One-Time | On-Going | |
| Social & Cultural Health | | | | | |
| 6. Strive for all municipal buildings and facilities to be accessible for all residents and visitors | Council, Infrastructure & Public Works; Recreation & Community Services | Medium-term | Staff time to conduct review of all municipal buildings & facilities for accessibility requirements | Monitoring to maintain accessibility standards for all future buildings & facilities | - A fully accessible community (all municipal buildings & facilities) |
| 7. Promote diversity and inclusion in all Town programs & services | Council, Administrative office, Recreation & Community Services | On-going | | Staff time to maintain contact with all age, interest and special needs groups | - Annual review/ assessment of needs fed into the budgeting process |



| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|---|---|-------------|--|---|--|
| | | | One-Time | On-Going | |
| 8. Continue to provide recreation opportunities to meet the needs of a growing community | Council, Recreation & Community Services | On-going | | Staff time to monitor uptake of programs, meet with community groups, entertain proposals and feed assessments to CEO & Council | - As above |
| 9. Focus on the creative health of the community through an arts & culture strategy | Council, Administrative office, Recreation & Community Services | Medium-term | Prepare arts & culture strategy. \$25 – 30 K to engage consultants + 10 – 15 days staff time | Staff to be assigned to co-ordinate implementation of the strategy | - An arts & culture vision and action plan integrated into Your Paradise: Plan 2022 |
| 10. Continue to implement the volunteer engagement strategy in the Recreation/ Open Space Master Plan | Council, Recreation & Community Services | On-going | | Staff time to create and implement a volunteer development and recognition strategy | - Grow the Town's volunteer base by 10% by 2022. Develop an annual volunteer celebration program |

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|--|---|---|--|----------|--|
| | | | One-Time | On-Going | |
| Environmental Stewardship | | | | | |
| 11. Continue to enhance parks, trails, ponds, and open space for public enjoyment. | Council; Recreation and Community Services; Infrastructure & Public Works | On-going | To be determined; dependent upon project | | - annual report to Council and public on improvements made to public spaces, including metrics such as kilometers of trails provided; hectares of open space; etc. |
| 12. Continue to preserve biodiversity by protecting green spaces, waterways and other resources important to ecosystem health. | Council; Recreation and Community Services; Infrastructure & Public Works | On-going, and Longer-term (see Targets) | To be determined; dependent upon project | | - in same format as above, report on initiative to preserve and enhance biodiversity - (possibly) develop report on value of biodiversity through ecosystem services approach (in longer term) as way to demonstrate the economic value of the Town's biodiversity initiatives ² |

² For example, see: ec.europa.eu/environment/nature/biodiversity/economics/pdf/valuing_ecosystems.pdf or natureconservancy.ca/assets/documents/nat/Natural-Capital_2017_draft.pdf

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|--|--|-------------|---|--|---|
| | | | One-Time | On-Going | |
| 13. <i>Strive for optimum energy efficiency in all municipal facilities.</i> | Council; Infrastructure & Public Works and Recreation and Community Services | Medium-term | Staff time to develop standard (3-5 days) | Staff time (likely 1-2 days to prepare staff report) | - define standard for 'optimum efficiency' ³ - measure Town performance against standard on an on-going basis |
| 14. <i>Continue investment into progressive recycling and waste management programs.</i> | Council; Infrastructure & Public Works | On-going | To be determined; dependent upon project | | - annual report to Council and public- could be combined with previous report mentioned (Actions 11 and 12 above) |
| 15. <i>Strive for carbon neutral footprint in municipal operations.</i> | Council; Administrative Offices; Corporate Services | Long-term | Staff time to develop standard and approach ⁴ (5-8 days) | To be determined | - define standard for 'carbon neutral' - develop specific policy and approach |

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|---|---|-----------|-----------------------|---|--|
| | | | One-Time | On-Going | |
| Regional Collaboration | | | | | |
| 16. <i>Continue to pursue opportunities for collaboration with regional partners, including:</i> <ul style="list-style-type: none"> - agreements on shared use of recreation facilities, - further development of the Northeast Avalon as a major tourist destination, - completion of the Northeast Avalon Regional Plan, - A Northeast Avalon Recreation Master Plan | Council, Administration offices & responsible Departments | On-going | | Staff assignments to pursue opportunities as required | - Inter-municipal agreements, increased tourism trade & improved capacity for planning infrastructure & land use. |
| 17. <i>Continue transportation and connectivity planning in concert with federal, provincial and regional partners, including:</i> <ul style="list-style-type: none"> - on-going development of the regional transportation network, - a public transit solution for Paradise, - further development of a trail/ sidewalk network, including the Grand Concourse & East Coast Trail, and - ensuring local access to the latest broadband, wireless technology. | As above | On-going | | As above | - Continuous improvements to the transportation and communications services available to residents and businesses. |

³ See for example: epa.gov/sites/production/files/2015-08/documents/ee_municipal_operations.pdf

⁴ Resources available (toolkits) can be found at: landusehub.ca/carbon-neutral-toolkits/

| Action Area and Strategy | Responsibility | Timeframe | Resource Requirements | | Targets / Outcomes |
|---|---|---|---|-------------------------------|---|
| | | | One-Time | On-Going | |
| Governance & Engagement | | | | | |
| 18. <i>Improve channels for on-going consultation and communication with all stakeholders.</i> | Council; Administrative Offices; Corporate Services | Medium-term | Review all existing communication channels and identify any improvements or new mechanisms that could be developed ⁵ | Staff time - to be determined | - development of a specific, Council-approved communications plan |
| 19. <i>Continue the commitment to transparent decision-making and administrative processes.</i> | Council; Administrative Offices; Corporate Services | On-going, but with a specific plan to be developed in Medium-term (see above) | As above | As above | - part of Communications Plan (see previous strategy) but also affects all departments and areas |
| 20. <i>Continue to pursue best practices in municipal governance.</i> | All municipal departments | Medium-term | Some staff time on part of those comprising the Municipal best Practices SWAT Team (see 'Targets' column) – possible ½ day per month per staff member | To be determined | - develop 'best practices' municipal SWAT team to review practice elsewhere in all areas of municipal practice, and recommend to Council (through the Departmental structure) - aim to generate 1 idea per month for Council consideration |
| 21. <i>Reinforce the Paradise brand identity that celebrates placemaking and reinforces the Vision.</i> | Council; Administrative Offices; Corporate Services | Medium-term | Undertake branding study (cost \$20-\$20,000); staff time to work with consultants (10 – 15 days total staff time effort – not elapsed) | To be determined | - an enhanced Paradise brand identity |

⁵ See for example, the City of Guelph Communications Plan: guelph.ca/plans-and-strategies/communications-plan/