

Enhancing Our Future:
The Town of Clarendville
Strategic Plan
June 2008



ACKNOWLEDGEMENTS

The development of this plan was a team effort with contributions from many people:

- Members of the Strategic Planning Working Group (SPWG) provided excellent guidance into the strategic plan process: Mayor Fred Best, Deputy Mayor Lisa Browne (Chair), Peter Godfrey, Rod Nicholl, Theresa Pittman, Nancy Robbins, Councillor Frazer Russell, Denis Sullivan, Councillor Paul Tilley.
- In addition to members of the Strategic Plan Working Group, the following people assisted with facilitation during the town visioning session: Jeff Green, Tammy Greening, Colin Holloway, Rick Martin, Troy Mitchell and Evelyn Tilley.
- Town Council Management and staff provided input and assistance throughout the strategic plan process.
- A number of people participated in focus groups: town management; members of the Clarendville High School Student Council; students of the College of the North Atlantic; town residents.
- Most importantly, the residents of the Town of Clarendville who participated in the development of the plan and generously shared their vision for the town, are acknowledged for their commitment to the town.

EXECUTIVE SUMMARY

The Town

The beautiful Town of Clarenville in the province of Newfoundland and Labrador has a population of 5,274 and has many positive growth indicators, including population and commercial and residential starts. Clarenville is within a two-hour drive of 70% of the province's population and acts as a service centre for the region. Like most towns in the province and in the country, Clarenville is facing challenges with an increasing debt burden and stress on municipal infrastructure.

The Process

In September 2007, the Town Council of Clarenville struck a Working Group to develop the town's first strategic plan. A strategic plan is one of the most important documents that a municipality can have as it outlines the vision of what the town is trying to achieve and the steps necessary to achieve that vision.

The development of the plan involved both primary and secondary research. A visioning session, focus groups, surveys, a blog and a request for written submissions were opportunities for the general public to have their input into the plan.

Vision and Recommendations

The research for the development of this plan resulted in the following vision:

Clarenville will be a healthy and engaged community with civic-minded citizens and high quality municipal services.

The recommendations arising from the strategic plan focus on the following themes:

- municipal services;
- arts and recreation;
- sense of community/community culture;
- environment/location; and,
- economic development.

This plan outlines the activities, lead roles and timelines associated with each recommendation. In general, the recommendations speak to a Town Council and Staff that provides transparent and accountable government; one that lobbies on behalf of town residents; provides enhanced customer service and puts plans in place to ensure the town is moving forward in the appropriate direction. The recommendations focus on acknowledging and encouraging volunteers and enhancing the communication among them. Other recommendations include continuing with beautification and building community spirit, and ensuring an environmental and heritage lenses are considered when developing town policies and plans. Marketing and developing partnerships are a focus of a number of recommendations. In general, town residents are positive about the quality of life that Clarenville offers and want to ensure that a high quality of life is continued to be afforded to them.

To ensure implementation of these recommendations, the Chief Administrative Officer (CAO) will report on progress of the recommendations to Council on a six-month basis.

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INTRODUCTION

In August 2007, the Town Council of Clarendville decided that it required a Town Strategic Plan in order to determine the vision of the town and its future directions.

Purpose and Benefits of a Strategic Plan

A Strategic Plan is one of the most important documents that a municipality can have. It sets out the vision of what the municipality is trying to achieve and the steps necessary to achieve the vision.

A Strategic Plan:

- Provides leadership and vision;
- Acts as an umbrella document that provides guidance and direction for all of the Town's plans, programs and services;
- Assists with the decision-making process and helps with resource allocation by setting long term direction;
- Reflects the needs and expectations of residents based on public consultation activities;
- Helps the town reach its potential and results in pro-active leadership;
- Provides a benchmark to be able to evaluate performance of staff and councilors;

The strategic plan should become the means by which citizens, elected leaders and town staff develop a new vision and mission for the town which will define the strategic objectives and overall direction for the community.

The Outcome of the Process

The process should:

- Create a vision of what the community wants to become;
- Identify current strengths and challenges;
- Involve councillors, staff and residents;
- Link the strategic planning process to the yearly budget process;
- Lead to the development of operational plans for each department.

A strategic plan reflects the needs and expectations of the residents of the town as identified through multiple public consultation activities. Residents provide opinions based on their experience of living and working in Clarendville as well as outlining what would make living in Clarendville more positive. Given the knowledge of what residents would like the Town to be, Town staff, Council and stakeholders can then identify a sequence of actions that need to be undertaken to successfully attain the vision, goals and objectives.

Plan Relevancy

A strategic plan is important but without implementation and annual review of implementation it has no relevancy. It is important to review the contents of the strategic plan regularly in order to determine its relevancy in the face of internal and external forces and to ensure that implementation is on target. The Strategic Plan should provide direction to Human Resources issues, such as performance appraisals, and drive budgetary issues given the priorities outlined in this document.

Strategic Plan Working Group

In order to assist with the development of the Strategic Plan and to provide direction as to the process used, a Strategic Plan Working Group was established. The Terms of Reference for the Working Group is in Appendix I. The Group was chaired by Deputy Mayor Lisa Browne and included Mayor Fred Best, Councillors Paul Tilley and

The following principles guided the development of the plan:

- The strategic plan will involve the town residents as part of the process.
- The strategic plan will be developed in an open, transparent and accountable manner.
- The strategic plan will be developed with respect for resource limitations.

Frazer Russell and members of the community who have expertise in strategic planning: Nancy Robbins, Theresa Pittman, Peter Godfrey, Rod Nicholl and Denis Sullivan.

The Process Used to Develop Plan

As a first step to develop the plan, existing secondary information was gathered to provide information about the town and to understand the environment within which the town is operating. In particular, the town's Economic Development Plan provided a wealth of information. The town's Economic Development Plan was developed January – May 2006 and included a mail survey to over 300 business owners in the town, a request for public submissions, key informant interviews and focus groups. A summary of the contents of the Economic Development plan forms the basis of the Economic Development section of this plan.

As an initial step to gather input from town residents, a visioning session was held with community residents. The session was held on October 29, 2007 and was open to anyone who wanted to attend. To ensure broad representation, over 100 invitations were distributed to various groups/organizations. To promote the event to the general public, advertisements were placed in the *Packet* for a two-week period. The invitation was posted on the town's website and a notice was requested to be put on the local cable station, SCAN TV. The *Packet* also included an article about the session.

A week before the visioning session, a discussion document was circulated to participants who responded to the invitation in order to provide some context to the discussion. The 55 participants who attended the visioning session were very diverse and represented a variety of interests and brought different perspectives with them. During the visioning session, participants were asked to describe what they like about the town. The responses were grouped into five themes and small groups were formed to discuss a vision for each of these areas. From that session, a summary document was developed. In addition to summarizing the discussion, three questions were posed and town residents were requested to respond to the summary document by November 30, 2007. This document was included as an insert in the town newsletter distributed to all mailboxes in the Clarendville and Shoal Harbour Post Offices and posted on the town website. An advertisement and a story in the *Packet* increased awareness of the document and encouraged people to respond. The responses received helped to further build on the vision and helped to identify actions associated with achieving the vision.

In order to delve more deeply into the themes and action items, focus group sessions were held with a number of groups. Youth were identified as a portion of the population not well represented at the visioning session. In order to address this gap, focus group sessions were held with students at the Clarendville High School, and the College of the North Atlantic. A focus group consisting of town residents was held to put action items around the Arts and Recreation theme and a session was held with town managers.

A Strategic Planning blog (www.clarendville.blogspot.com) provided another medium to provide an additional means to communicate the process and the content of the plan and to solicit reaction. As a final step, the plan was presented to the community on April 1, 2008 in order to get validation of the plan's contents. This event was

Process at a Glance

2005-07

Economic Development Plan

August 2007

Council begins strategic planning process.

September 2007

A Working Group is established and has its first meeting.

October 2007

Visioning session held with town residents and summary of vision developed.

November 2007

Deadline for residents to respond to summary vision document.

January-February 2008

Focus group sessions held with town managers and youth.

March 2008

Focus group session held with town residents.

April 2008

Draft plan presented to town residents.

June 2008

Strategic plan approved by Council.

advertised on the town website, the strategic planning blog, the *Packet* and SCAN TV. Notices were forwarded to those who attended the visioning session in October 2007 and those who made written submissions and/or attended focus group sessions.

ABOUT CLARENVILLE

Demographics

As indicated in Figure 1, the Municipality of Clarenville has a population of 5,274, an increase of 3.3% from the 2001 Census and one of only several towns in the province to experience growth.¹ The town is a two hour drive from 70% of the province's population.

Figure 1: Statistics: Town of Clarenville and Province of Newfoundland and Labrador

	Town of Clarenville	Newfoundland and Labrador
Population in 2006	5,274	505,469
Population in 2001	5,104	512,909
Population change %	3.3	-1.5
Median age of the population	38.6	41.7
Population density per square km	37.5	1.4
Land area	140.79	370,494.89

Statistics Canada provides facts and figures about Clarenville that provide some insight into the demographic and social make-up of town residents. Figure 2 provides a breakdown of the population by age. The town has a younger population compared with the province.

Figure 2: Population Breakdown by Age²

	Town of Clarenville (%)	Newfoundland and Labrador (%)
Total population	5,274 (100%)	505,469 (100%)
0-4 years	315 (6.0%)	22,865 (4.5%)
5-19 years	1,035 (19.7%)	89,465 (17.7%)
20-44 years	1,870 (35%)	167,760 (33%)
45-64 years	1,350 (26%)	155,105 (31%)
65+ years	705 (13.4%)	70,270 (14.0%)

As indicated in Figure 3, the majority of people who live in the town are married, live in a single detached house and own their own home.

Figure 3: Marital Status, Family Characteristics, Private Dwelling Characteristics

Legal marital status ³	
Total population 15 years and over	4,255
Never legally married (single)	1,150 (27.0%)
Legally married (and not separated)	2,430 (57.0%)

¹ Statistics Canada. 2007. Clarenville, Newfoundland and Labrador (table). 2006 Community Profiles. 2006 Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa. Released March 14, 2007.
<http://www12.statcan.ca/English/census06/data/profiles/community/Index.cfm?Lang=E>

² Refers to the age at last birthday (as of census reference date, May 16, 2006).

³ Never legally married refers to persons who have never been married and persons whose marriage has been annulled and who have not remarried. Legally married is defined as persons whose spouse is living, unless the couple is separated or a divorce has been obtained. In 2006, legally married same-sex couples are included in this category. Separated, but still legally married refers to persons currently married, but who are no longer living with their spouse (for any reason other than illness or work) and have not obtained a divorce. Divorced refers to persons who have obtained a legal divorce and who have not remarried. Widowed refers to persons who have lost their spouse through death and who have not remarried.

Separated, but still legally married	100 (2.4%)
Divorced	280 (6.6%)
Widowed	300 (7.1%)
Selected family characteristics⁴	
Total number of census families	1,585
Number of married or common-law couple families	1,395
Number of lone parent families	185
Occupied Private Dwelling Characteristics	
Total private dwellings occupied by usual residents	2,050
Single-detached houses (% of total occupied private dwellings)	66.6%
Semi-detached houses (% of total occupied private dwellings)	1.7%
Row houses (% of total occupied private dwellings)	2.0%
Apartments, duplex (as a % of total occupied private dwellings)	18.5%
Apartments in buildings with fewer than five storeys (as a % of total occupied private dwellings)	10.7%
Number of owned dwellings	1,410
Number of rented dwellings	640

Traditionally, the perception has been that the town has had a transient population. Figure 4 indicates that over 80% of the population (5 years and over) lived in the same municipality five years ago.

Figure 4: Mobility Status⁵

Mobility Status	Town of Clarenville	Newfoundland and Labrador
Total population, 5 years and over	4,850	477,800
Lived at the same address 5 years ago	2,945 (60.7%)	344,705 (72.1%)
Lived within the same province or territory 5 years ago but changed addresses within the same census subdivision (municipality)	1,010 (20.8%)	66,360 (13.9%)
Lived within the same province or territory 5 years ago but changed addresses from another census subdivision (municipality) within the same province or territory	615 (12.7%)	37,805 (7.9%)
Lived in a different province or territory 5 years ago	265 (5.5%)	25,780 (5.4%)
Lived in a different country 5 years ago	15 (0.30%)	3,140 (0.66)

From an educational perspective, when considering the population 15 years and above, there is a wide distribution of education attainment levels.

⁴ Census family refers to a married couple (with or without children of either or both spouses), a couple living common-law (with or without children of either or both spouses) or a lone parent of any marital status, with at least one child living in the same dwelling. A couple may be of opposite or same sex. 'Children' in a census family include grandchildren living with their grandparents but no parents present.

⁵ Information indicating whether the person lived in the same residence on Census Day (May 16, 2006), as he or she did five years before (May 16, 2001).

Figure 5: Educational Attainment

Educational Attainment	Town of Clarenville	NL
Total population, 15 years and over	4,150	422,385
No certificate, diploma or degree	1,090 (26.3%)	141,575 (33.5%)
High school certificate or equivalent	890 (21.4%)	93,330 (22.1%)
Apprenticeship or trades certificate or diploma	525 (12.7%)	51,380 (12.2%)
College, CEGEP or other non-university certificate or diploma	870 (21.1%)	74,100 (17.5%)
University certificate or diploma below the bachelor level	175 (4.2%)	14,310 (3.4%)
University certificate, diploma or degree	595 (14.3%)	47,690 (11.3%)
Total population, 25-34	675	58,260
No certificate, diploma or degree	95 (14%)	8,525 (15%)
High school certificate or equivalent	140 (21%)	12,530 (22%)
Apprenticeship or trades certificate or diploma	85 (13%)	6,245 (11%)
College, CEGEP or other non-university certificate or diploma	180 (27%)	16,825 (29%)
University certificate or diploma below the bachelor level	30 (4%)	2,145 (4%)
University certificate, diploma or degree	140 (21%)	11,995 (21%)
Total population, 35-64	2,255	232,570
No certificate, diploma or degree	360 (16%)	66,110 (28%)
High school certificate or equivalent	405 (18%)	44,460 (19%)
Apprenticeship or trades certificate or diploma	370 (16%)	36,735 (16%)
College, CEGEP or other non-university certificate or diploma	590 (26%)	47,695 (21%)
University certificate or diploma below the bachelor level	115 (5%)	8,770 (4%)
University certificate, diploma or degree	415 (18%)	28,805 (12%)

In terms of Clarenville's labour force, Clarenville has 64% of population aged 15 years and above in the labour force.

Figure 6: Labour Force Activity

Labour Force Activity	Town of Clarenville	Newfoundland & Labrador
Total population 15 years and over	4,150	422,385
In the labour force	2,650 (64%)	248,685 (59%)
Employed	2,285 (55%)	202,525 (48%)
Unemployed	370 (9%)	46,150 (11%)
Not in the labour force	1,500 (36%)	173,705 (41%)
Participation rate	63.9%	58.9%
Employment rate	55.1%	47.9%
Unemployment rate	14.0%	18.6%

The make up of the labour market is diverse, a strength of the town. As indicated in Figure 7, the majority of town residents work in other services, retail trade, health care and social services.

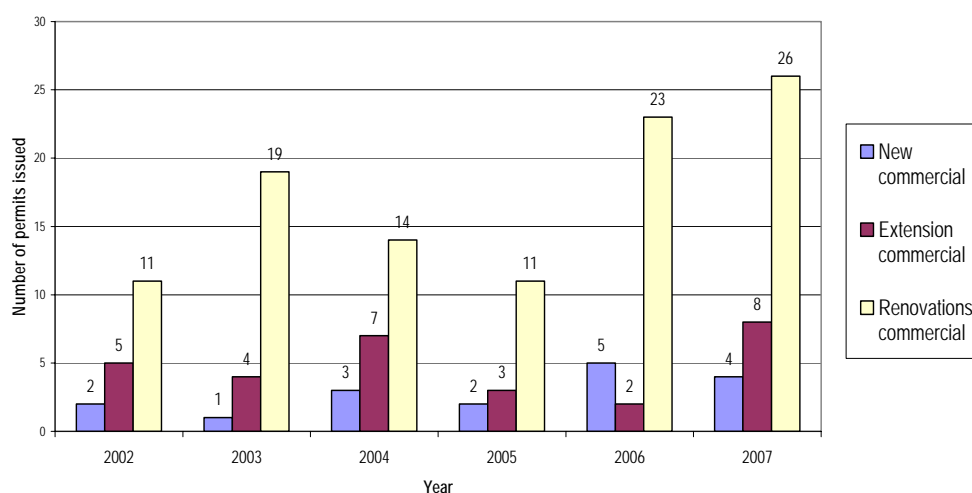
Figure 7: Labour Force by Industry

Industry	Town of Clarenville	Newfoundland & Labrador
Total experienced labour force 15 years and over	2,580	241,880
Agriculture and other resource-based industries	70 (3%)	24,500 (10%)
Construction industries	135 (5%)	16,985 (7%)
Manufacturing industries	325 (13%)	22,485 (9%)
Wholesale trade	30 (1%)	6,630 (3%)
Retail trade	440 (17%)	30,580 (13%)
Finance and real estate	140 (5%)	7,895 (3%)
Health care and social services	380 (15%)	30,360 (13%)
Educational services	225 (9%)	17,005 (7%)
Business services	295 (11%)	35,390 (15%)
Other services	540 (21%)	50,040 (21%)

Economic Indicators

The Town of Clarenville has been experiencing growth in residential and commercial areas for a number of years. The growth of the town can be seen in the following charts. Figure 8 indicates that the number of permits issued by the town for new commercial, extension commercial and renovations commercial has stayed steady or grown in the past few years. In 2007, the number of new commercial permits issued was 3 with 8 extension permits and 26 renovation permits issued. This contrasts to 2002 when the numbers were 2, 5 and 11 respectively.

Figure 8: Commercial Activity - Permits



Similarly, the number of residential permits has also been on the increase as seen in figures 9 and 10. From 2002 and 2007, residential dwellings permits increased by 53%.

Figure 9: Residential Permits Issued 2002-2007

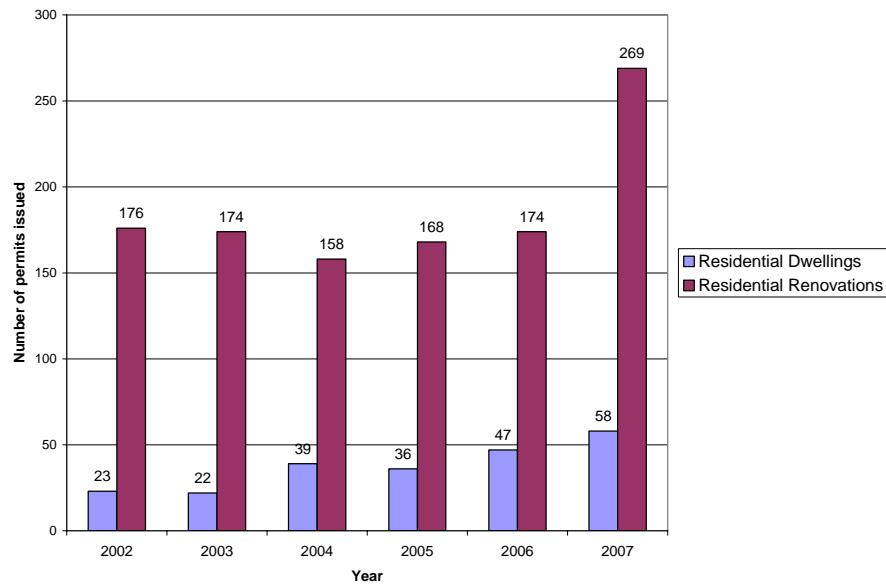
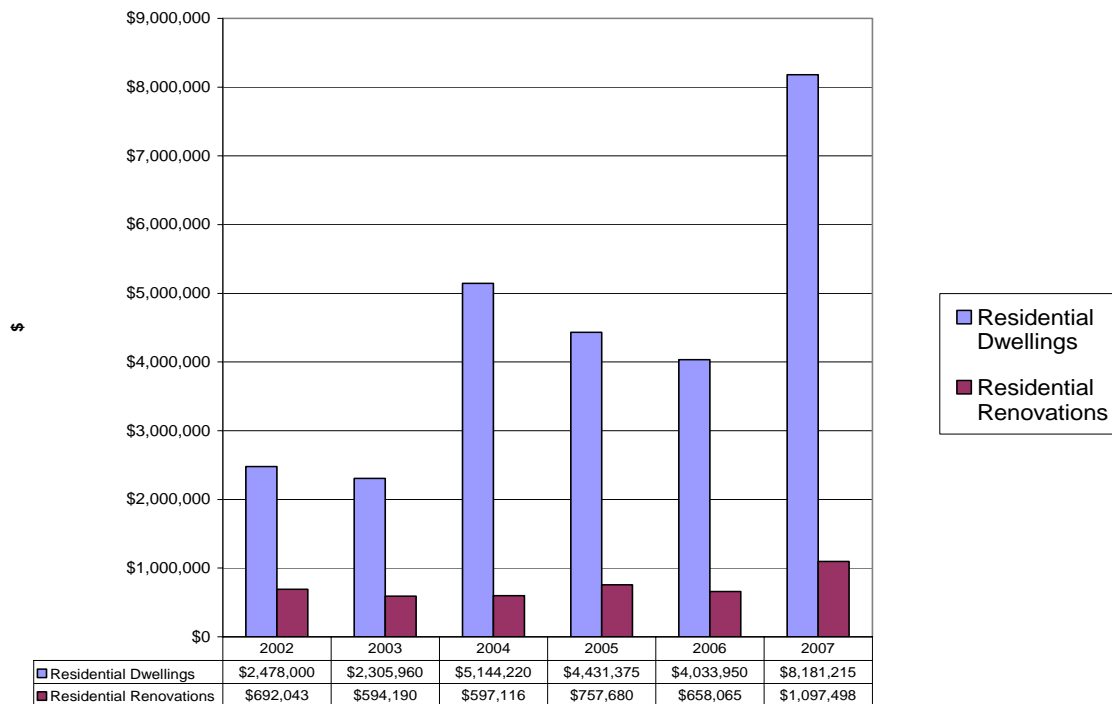


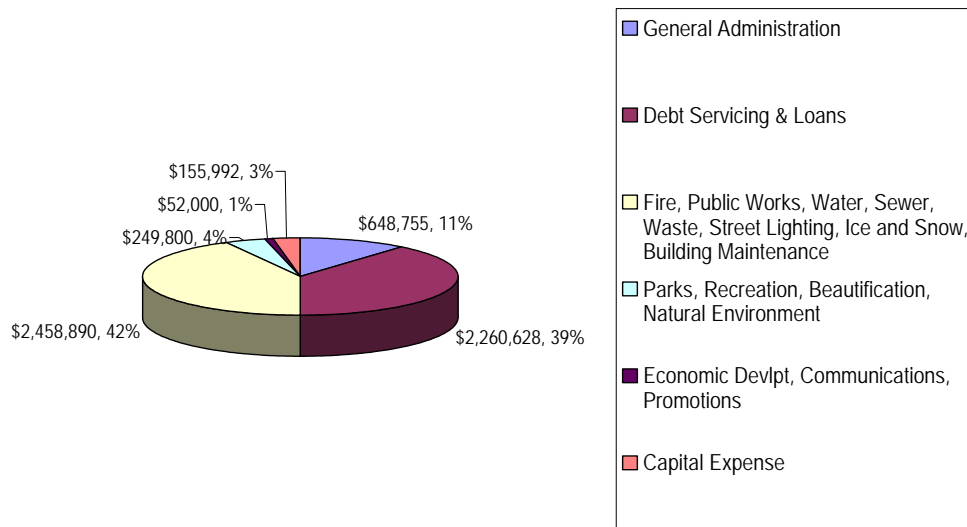
Figure 10: Residential Permits - Dollar Value 2002-2007



Budget

The 2008 budget for the town is \$5.9 million. As indicated in Figure 11, 42% of the budget is spent on outside work such as road work, snow clearing, water services, fire protection, etc. and about 39% is spent on debt servicing and loans. The remaining 19% of the budget is spent on everything else: administration, parks and recreation, beautification and economic development. Financing for the Shoal Harbour River Treatment Plant and the town's new Event Centre will see an increase in the percentage of debt servicing and stress the budget as a whole.

Figure 11: Budget 2008



STRENGTHS AND CHALLENGES

Strengths

Municipal Services/Infrastructure – For a town with a population of just over 5,200, Clarendville offers a wealth of municipal services relative to towns of similar population and budget. The town has solid infrastructure in the area of water services, with a new \$12 million water treatment plant commissioned in November 2007 and a \$15 million Event Centre in the works. The Fire Department is one of the most highly trained in the province and continues to be successful with recruitment of volunteer firefighters when others have struggled. Clarendville has long been known as a town offering many recreational opportunities. In addition to facilities such as the Clarendville stadium, tennis courts, ball fields and soccer field, the town is home to White Hills Ski Resort which offers downhill skiing, cross-country skiing, snow-boarding and snowshoeing. The town has a large number of kilometers of walking trails, a summer program for children and many recreational special events, such as New Year's fireworks and a pumpkin walk during Halloween.

Service Centre – As a service centre, the town is home to many services not usually available in towns of its size. Secondary and post-secondary schools, primary and secondary health care services, long-term care, personal care homes and provincial and federal government services are located within the town, adding to the convenience of town residents. This service centre status, due to the town's strategic location on the Trans-Canada Highway, brings people into the town from all along the Bonavista Peninsula and beyond and has a strong impact on the businesses of the town. This is true, not only for residents of the area, but also in terms of tourism as the town is used as a gateway for the popular tourist run to the Bonavista Peninsula as well as for winter tourism with White Hills as a base for many winter activities. This service centre focus means that the economy of the town is quite diversified. Clarendville's role as a service centre designation will continue in the coming years, particularly if potential development in the Arnold's Cove area (second refinery, LNG plant, nickel smelter) and within the town (Clarendville Drydock activities) comes to fruition. It is likely that these prospects will continue to create further employment opportunities in the area and further propel growth.

"The town should develop a strategy to partner with neighbouring communities in shared service delivery such as waste management, land use planning, municipal infrastructure such as regional civic centre, fire services and administration."

- Written submission

Demographics – The Town has a well-educated and relatively affluent population and is one of few towns in the province to see a population increase from 2001 to 2006. At 38.6 years, it has a younger median age than the province's 41.7. Like the rest of the province, the town has an aging population and initiatives such as the Age-Friendly Community Initiative are working to address issues to make Clarendville an age-friendly town. The Town's Economic Development Plan identifies retiring seniors as a potential target market to attract to the town. Clarendville has strong housing development with additional land available to meet increased demands. Clarendville is home to many service clubs, not-for-profit groups and volunteers that are active within the community and work to enhance the town.

Quality of Life – Throughout the visioning session, people referenced the quality of life that the town offers. It is often described as a safe community in which to raise a family. People also cite proximity to required services (schools, hospital, shopping, and government services), recreational activities, strong volunteer base, natural beauty of the area, the good weather and growing pride within the town as all aspects that create a positive quality of life. The positive economic conditions of the town and region have created an optimistic sense throughout the town. Beautification, heritage and natural environment efforts have added to pride of place.

Challenges

Financial Challenges – Municipal Operating Grants have decreased dramatically over the past number of years. As in the case of any outside reliance on funding, this has significantly impacted the town's ability to maintain its current infrastructure and does not permit growth to occur. The town will be facing a challenging debt burden, particularly given the Event Centre and Water Treatment Plant. This budgetary crunch significantly decreases the town's ability to offer services other than the basic (road, snow-clearing, fire protection, water and sewer services), and does not permit required spending in areas such as beautification or economic development.

Lack of municipal infrastructure in some areas – There is a lack of municipal infrastructure in some areas. The Clarendville Stadium has outlived its life span and a new facility to replace it is scheduled to open in August 2009. Road infrastructure continues to be a source of contention. Sidewalks are lacking in many areas and with a growing emphasis on healthy living, this is a source of concern, particularly given the aging demographics.

"More emphasis on green space is required. Concern is around the wonderful trail system we have being taken over by town development."

- Written Submission

Future planning – With anticipated growth comes the need to plan for growth and its implications on the town and its population. There are concerns that quick growth and prosperity can bring social issues such as violence, crime and an increase in the cost of living (i.e. housing). People also worry that changes may occur in their town as a result of an influx of people. As a town with regional service centre responsibilities, Clarendville and its taxpayers can get saddled with more than their fair share of taxes and costs. It is also necessary to consider demographic impacts and how the town must prepare itself in the long-term (i.e. medical services, etc.).

VISION AND PRIORITY AREAS

The vision of Clarendville is:

Clarendville will be a healthy and engaged community with civic-minded citizens and high quality municipal services.

"The town is very active in day time and quiet at night. This can be good and bad."

- Focus group participant

The priority areas for this plan came from the primary research (ie focus groups, visioning session, survey) and are as follows: Municipal Services, Arts and Recreation; Sense of Community/Community Culture; Environment/Location; Economic Development.

Municipal Services

Typically, town councils are associated with core municipal services such as road maintenance, snow-clearing, garbage collection, water treatment and fire protection. When referring to a quality of life, however, a municipality can offer more than these basic services. Most residents want the basic municipal services (i.e. water, sewer) in addition to other things that add to the quality of life provided by a community.

As the custodians of taxpayers' money, town council and staff must ensure accountable and transparent governance on behalf of its residents. While interest in municipal governance can sometimes be low, it is incumbent on a council to ensure that activities take place in a transparent manner. Part of this accountability is to ensure a responsive and customer service orientation. Town residents want to know that they are getting value for their taxes.

The balance between municipal services and taxes is a delicate one. Residents do not want to pay any more taxes than necessary but as demands for services increase, the tax base must grow. With the addition of a Water Treatment Plant and an Event Centre, the town's debt servicing will be stressed to the limit and careful managing of finances is a must.

Participants involved in the strategic planning process recognize the importance of preventative maintenance on existing town services (i.e. people question the value of paving new streets while sacrificing maintenance of existing pavement). Residents also believe that it is important that town services respond appropriately to demographic changes within the community (i.e. ensure sidewalks for walking as residents get older). Safety of residents through correct placement of crosswalks, proper alignment of intersections, continuation of fire protection services and disaster management services is important.

"We need sidewalks, signage (speed zones, fire hall, school, etc.), adequately designed roads and crosswalks."

- Written submission

The development of waterfront property is now on the provincial agenda, and similarly, the people of Clarendville want to ensure protection of the waterfront area that can be enjoyed by all.

An updated Municipal Plan is crucial in order to effectively manage the growth of the town. Residents want consistent regulations that are developed keeping an environmental and a heritage lens in mind. They want development that is managed and adds to the beautification of the town and

they want regulations to be enforced. They want development that contributes to green spaces/recreation.

A challenge for most municipalities is communications with its residents and Clarendville is no exception. While the town has made significant improvements with communications in the past few years (i.e. introduced regularly scheduled town newsletters, revised and maintains a website), it continues to be a challenge to communicate town activities. Many people remarked that they often found out about events and activities after they had taken place.

Communication does require both a sender and a receiver and it is necessary for town residents to use the communication vehicles that are available to the town (i.e. the Packet, website, newsletters) and to become active seekers of information.

The communications gap is particularly an issue for groups around town who may be working on various aspects of a project and are not aware of the work that is ongoing and that they may have something to offer around it. For example, Clarendville Area Recreation Association (CARA) may be working on walking trails around town and the Heritage Society, if consulted, could add value to the walking trail by suggesting interpretation of the trail. This could increase enjoyment for people. There is currently no vehicle for communication between groups. People wonder if the town can play a leadership role and serve as a conduit to connect these groups.

The environment theme is one that goes across all of the strategic priorities in this document. In addition to wanting policies that consider protection of the environment (i.e. clear-cutting), town residents are mindful of environmental practices. With the province's waste management strategy soon coming on stream, it will be important to have residents educated on all aspects of that. In particular, children and youth are seen as a key population target to push this agenda along.

At the visioning session, the question of regional administration was raised and the importance of having the provincial and federal governments recognize the town's regional service centre responsibilities. Participants also want to ensure that Council lobbies for the town (i.e. medical services). This is further discussed in the Economic Development Section.

Arts and Recreation

In the arts and recreation theme, people said that they want Clarendville to be a regional centre of excellence. People are very appreciative of the many recreational activities currently available and want to ensure these activities continue to be offered and protected. The *Arts Under the Stars* initiative, a series of arts performances during the summer, is very much appreciated. Residents want the town to be prepared for future growth and they think it is important for the town to have the right infrastructure in place for arts and recreation activities. The importance of having appropriate, safe and properly maintained infrastructure is stressed. Residents want to see infrastructure maximized to its full potential. White Hills is seen as a valuable town asset but one that should become a year-round operation.

The new Event Centre will mark a new direction in the area of arts and recreation for the Town of Clarendville. This \$15 million Event Centre will require a strong operational and marketing plan in order to have the facility run smoothly and to aggressively pursue market opportunities.

People feel that the business community in the region should play an important role as a funding partner in order to keep arts and recreation activities accessible to all.

Residents would like to have recreational, arts and leisure activities targeted to as many age groups as possible, recreation for children and youth, and leisure activities for seniors.

Government's strategies in the areas of recreation and wellness are well articulated and consistency of the town's activities with the province's direction will result in synergies.

"When it comes to recreation in this town there needs to be more of a town plan that is inclusive, shows collaboration and respect. It's just not CARA's responsibility but more of a collaboration effort needs to be made around the whole issue of sport, recreation, and leisure in Clarendville."

- Written submission

Sense of Community/Community Culture

According to some research, having a sense of community is an indicator of a successful community. People who are engaged in their community and have pride of place are more likely to be involved in and care about their community.

Throughout the research process, people talked about the importance of encouraging volunteers and recognizing their efforts. In addition to thanking volunteers for their efforts, people also recognize that there is some volunteer burn-out and it is important to encourage new volunteers. Residents with a strong connection to their community are more likely to volunteer within the town and a strong volunteer base provides a solid quality of life for residents. Without volunteers, activities such as the Winter Carnival and Clarendville Days would not occur and vital services such as fire-fighting would not be offered.

One of the challenges associated with enhancing community culture is the make up of the population of the town. Many people live in the town and travel to employment outside of the town. This can make it difficult to engage them fully within their community. Events focused on young families can help to engage the family unit and to instill community pride in children.

During the visioning session, participants discussed a vision for Clarendville that is a rural community that is supportive, sharing, welcoming, close-knit and safe for young and old, regardless of income levels – a community that is inclusive for all. They talked about the importance of welcoming new people to the town, having community organized events, offering services for seniors, supporting volunteers and offering networking opportunities for volunteers. A strong welcome to the town which helps new residents to confirm that their move was the right decision likely increases their level of happiness and may encourage longer-term stays within the town.

People at the visioning session spoke about intergenerational integration – activities for both youth and seniors. People feel that youth need special attention and they feel that youth should be recognized for their involvement in the town. At the youth focus group sessions, participants spoke generally about their satisfaction levels living within the town. It was noted that the 17-19 age group can sometimes be left out of activities (i.e. too old for Regional Summer Games participation yet too young to attend Clarendville Day concert where admittance is limited to 19 and older).

Environment/Location

Throughout Canada, society is placing more and more importance on the environment and its protection. This theme surfaced throughout the visioning session and the focus groups. Many people spoke of the natural beauty of the town and want to work to preserve the environment. They want clear and consistent development regulations that include green spaces. They don't want clear cutting for development projects. They want regulations and by-laws to be viewed through an environmental lens. A new updated town development plan can help to outline the growth of the town in a structured and organized way (see Municipal Services).

"There needs to be less clear-cutting. We need to move our cutting boundaries."

- Focus group participant

During the visioning process, the location and weather of the town was referenced numerous times. Town residents enjoy the scenic nature of the area and the beauty and the recreational offerings offered by nature in the area. They see the town as both a winter and summer tourist destination.

Public safety is clearly an interest for most people. Fire protection, maintenance

When people move here, it's hard for them to meet people. Need to get them involved in the community. Neighbourhood get togethers are good but need someone to champion it."

- Focus group participant

of roads and inclusion of sidewalks, particularly as the demographics of the town age, are important. Similarly, as the town has grown, hunting and clear-cutting boundaries need to be expanded.

Many participants in the strategic planning process, particularly the youth, valued the beautification efforts of the town. At one of the youth focus group sessions, for example, when asked what they like best about living in the town, one of the first responses was the town decorations at Christmas, the star on Bare Mountain and the hanging planters in the summer. Youth participants want to see more of these sorts of efforts.

Residents want to have pride in their town and want it conveyed to visitors through beautifying the two major entrances to the town.

Economic Development

The vision in the area of economic development is as a self-sustaining, progressive community that leads to a first class quality of life. People want to have a community that embraces economic development and community values. They talked about the importance of partnerships. They also talked about the importance of promoting the town and having measurable outcomes associated with any planning activities. People noted the importance of White Hills as a year-round facility. They also noted the importance of municipal infrastructure to encourage economic development growth. With such potential growth in the area, people expressed concern that a lot of growth might make the rich, richer and the poor, poorer and they felt that individuals and the community must be aware of this.

The vision expressed by participants at the visioning session is consistent with the Town's Economic Development Plan, completed in June 2006 and developed by an Economic Development Working Group and written by Susan Hollett of Hollett and Sons. The plan was developed from primary research of surveys, focus groups and key informant interviews with businesspeople in the town.

The plan outlines several key growth sectors to the Clarendville economy:

Service - Clarendville serves as the regional service centre for businesses and people and this is essential to the economy of the town. Many participants underlined the potential threat the loss of service centre status would have for the Town. Being seen to be an advocate for larger economic issues, in partnership with neighbouring towns who share the same interests, is an important part of economic development.

Tourism - Winter Tourism was chosen by more people than any other in the survey of business owners as the top opportunity for Clarendville. Having the infrastructure for winter tourism is a key strength of the area relative to other communities. Having White Hills not only within Town boundaries, but also as a town asset is a huge advantage – no other community in the province has a facility like it. The town needs to build and cultivate that asset to reach its fullest potential. Its operations, governance and plans should be more transparent to the public and more "owned by" the public. There should be more exploration of the potential of White Hills as a Summer tourism destination as well.

"White Hills should be an all-year round facility which includes a municipal campground."

- Written submission

Similarly, Clarendville is a hub for golfers with three courses within a 20 minute drive of the town – one of which (Terra Nova) is the best in the province, with a fourth at Princeton, 40 minutes away.

One area considered underdeveloped in the town is the Convention and Meeting tourism market. Development of this market, considering our advantage, might be a project the Town considers with the Chamber of Commerce and/or the Discovery Trail Tourism Association. Another area is the relationship between Clarendville and Terra Nova National Park. Traditionally, "The Park" has been a part of Central Newfoundland Tourism development.

Increasingly there are opportunities for Clarendville to increase its relationship with The Park, and to garner more economic benefits from it.

Culture, Recreation and Heritage - The ability to offer a full suite of recreational services, both privately and publicly through the town, is a key determinant for people considering Clarendville a good place to live and is one of the first things people considering moving to the area seek to establish. While culture, recreation and heritage are not employers or primary economic drivers in Clarendville, they do accomplish three things: improve the quality of life of residents, increase community pride and increase visitation to the town through regional, provincial and national sporting and cultural events.

Maintaining the recreational facilities, creating new ones, supporting recreation groups, and offering a full suite of programs so there is something for all ages are the key challenges for the Town of Clarendville. Appreciation and showcasing of the heritage of Clarendville has escalated recently with the creation of the Clarendville Heritage Society. As this group moves further along, it is anticipated there will be a greater appreciation of the unique history of Clarendville, and it will contribute to civic pride and possibly to visitation. Clarendville heritage is very different than that of the surrounding communities (Bonavista and Trinity) and should be interpreted as different – it is more a history of technology (building of clipper ships, transatlantic communications cable site, sawmilling and logging, railroad, General Balbo's landing) than of the fishery.

Attracting Retirees - Many participants in the research for this ED strategy are enthusiastic about positioning Clarendville to take advantage of the large number of retirees projected over the next 20 years as long as there is a balanced approach to the development of this opportunity so that the town is not only known as mostly providing services for older residents. This may be people seeking to re-locate either from more rural areas to be closer to services and amenities, or away from large urban areas (either in Newfoundland and Labrador or outside the province).

Availability of health care in the town is a good example of a need for a healthy community that can attract people retiring. While the health care institutions and services in Clarendville are considered excellent, there is a shortage of family physicians that has existed for some time. It is recognized this is a problem with local, provincial and national causes, and won't be solved at the municipal level. Family physicians are both a business and a necessary service. They are key contributors to the town economy and our status as a regional service centre. In both its advocacy role and its role as developing the healthy community of the Vision, the Town needs to be more proactive with partners in the sector to address this shortage.

Arising from these growth sectors, the town's Economic Development Plan outlines goals in four areas: marketing and promotion; partnerships; town service and delivery and infrastructure; and advocacy.

RECOMMENDATIONS

The following chart outlines the goals and associated activities that can direct the town to the vision desired by town residents. Each activity has a lead role assigned to it. In some cases, there will be supporting roles that will be required in order to achieve the goals. The CAO may delegate certain activities to staff.

Goal	Activity	Lead Role ⁶	Timeline	Theme ⁷
Ensure transparent, accountable and open governance in concert with informed and involved citizens	Present a yearly review of Council activities and financial report to town residents	Council CAO	Annually	MS CC
	Summarize the presentation into a one-page flyer to be inserted into town newsletter and to be placed on the town website	CAO	Annually	
	Create and maintain a Code of Conduct for Council members and staff	CAO	Sept 08	
	Ensure road maintenance and snow management levels of service have standards and are communicated to the public	CAO	Sept 08	
Develop debt reduction plan	Develop debt reduction plan	CAO Town Clerk Finance	Dec. 08	MS
Collaborate with regional interests	Participate in Joint Council with area municipalities	Council CAO	Ongoing	MS ED
Develop advocacy role	Minutes from council meetings should be posted on the town website.	CAO	Ongoing	MS ED
	A portion of the town newsletter should include a section How Council is Speaking on Your Behalf.	CAO	Ongoing	
	Develop communications strategy to ensure high media visibility within the town, including a "community bulletin board/events calendar"	CAO	Dec. 08	
	Partner with appropriate groups re medical professionals issue	CAO Council	Sept 08	

⁶ CAO = Chief Administrative Officer; PW = Public Works; Water = Water Department; Rec Dir = Recreation Director; BNE = Beautification and Natural Environment Committee; EDC = Economic Development Committee

⁷ MS = Municipal Services; CC = Sense of Community/Community Culture; ED = Economic Development; EL = Environment/Location; AR = Arts and Recreation

Goal	Activity	Lead Role ⁶	Timeline	Theme ⁷
Enhance customer service	Develop written process on how to handle and manage complaints and inquiries from residents (including timelines for response).	CAO	Sept. 08	MS CC
	Provide customer training and other applicable training/education sessions to staff.	CAO	Annually	
	Review procedures to ensure permits, forms, access to staff are suitable and customer-friendly.	CAO	Dec 08	
	Develop updated job descriptions and Implement a performance appraisal system for staff.	CAO	June 08	
	Develop town organizational structure with clear lines of authority for all of town staff.	CAO	June 08	
Update Municipal Plan	Update Municipal Plan	CAO PW	June 09	MS EL
	Integrate heritage preservation into all aspects of municipal planning	CAO PW	Ongoing	
	Ensure planning zones that encourage accessible housing	CAO PW	Ongoing	
Develop preventative maintenance program	Develop preventative maintenance plan for town roads, equipment, water treatment plant and other facilities.	CAO PW Water	Dec 08	MS
Develop departmental plans for each town department consistent with strategic plan directions	Develop town departmental plans in order to achieve the Strategic Plan	CAO/ Managers	Sept. 08	MS
Develop, with partner groups, waterfront area plan	Develop strategy to protect and preserve waterfront areas for public enjoyment	CAO Council BNE	Sept. 08	EL CC
Ensure appropriate, updated Emergency Plan with regular exercises	Update Emergency Management Plan	Fire Chief CAO	Dec. 08	MS
	Ensure paper-based exercises completed on an annual basis	Fire Chief	Annually	
Develop waste management activities in support of provincial waste management program	Encourage recycling, composting and water conservation within the community through an education program	CAO Water BNE PW	June 08	MS EL CC
	Investigate wastewater initiatives	CAO PW	Sept 09	

Goal	Activity	Lead Role ⁶	Timeline	Theme ⁷
	Investigate offering Christmas tree and tree leaves mulching program	CAO BNE	Oct 09	
Develop Accessibility Community Guide	Develop guide which considers accessibility and aging issues into municipal development	Age Friendly	Oct 09	MS CC
Work to enhance volunteer group communication	Provide a medium to have volunteer group representative meet and discuss ongoing projects and determine synergies and opportunities to work together	CAO Council	Sept. 08	CC
	Investigate volunteer database	CAO	Sept 08	
Integrate recreational activities with government's Wellness Plan and Recreational Strategy	Review provincial strategy and ensure consistency with provincial directions	CAO Rec Dir	Ongoing	AR
Develop strategy to determine effective operations and promotion of Event Centre	Develop operational plan for management of facility	CAO Council	Sept. 08	AR
	Develop marketing/promotional activities	CAO Council	June 09	
Enhance welcome for new residents	Develop a Welcome Program	CAO	Sept. 08	CC
	Liaise with Welcome Wagon to ensure as many newcomers are approached as possible	CAO	Sept 08	
Continue community spirit activities	Continue with community spirit activities (i.e. old-fashioned Christmas concerts) with a particular focus on events for young families.	CAO Council	Ongoing	CC
Encourage volunteerism	Offer thank you reception for volunteers during Volunteer Week.	Council CAO	April	CC
	Continue to acknowledge volunteers role throughout the community	Council CAO	Ongoing	
Develop policies/by-laws that include an environmental lens	Ensure town policies and by-laws are sensitive to the environment.	CAO PW BNE Rec	Ongoing	MS EL CC
	Ensure protection of existing trail systems	CAO PW BNE Rec	Ongoing	
Increase public safety	Revise town boundaries to ensure safety (no hunting) and beauty (no clear-cutting)	CAO PW	March 09	MS EL

Goal	Activity	Lead Role ⁶	Timeline	Theme ⁷
	Support enforcement efforts through apartment inspections, parking in fire lines	CAO PW	Ongoing	
Develop waterfront plan	Develop Shoreline Market/Park plan	CAO BNE	June 08	EL CC
	Develop plan for waterfront area	CAO BNE PW	Sept. 09	
Encourage residential and commercial beautification efforts	Promote the community gardening competition	CAO BNE	Ongoing	MS EL CC
	Promote the “yellow bag” campaign	CAO BNE	Ongoing	
	Investigate Adopt-a-Spot initiatives in other towns	CAO BNE	Ongoing	
	Continue to participate in the Tidy Town initiative	CAO BNE	Ongoing	
Focus on beautification of town entrances and certain areas throughout town	Develop a plan to beautify the entrances into town	CAO BNE	July 08	CC
	Light the Falls on the Lower Shoal Harbour River	CAO BNE	Sept 08	
	Resurface the Manitoba Drive monument	CAO BNE	Sept 08	
	Develop a beautification plan for the intersection of Hibernia/Gladney streets	CAO BNE	Oct 08	
Increase visitation and participation to all local and surrounding attractions with associated spinoff benefits to businesses	Develop a branding strategy	CAO EDC	Dec 08	ED
	Prepare targeted materials	CAO EDC	April 09	
More employees and their families relocating to the area choosing Clarendville as the place to live	Gather relevant information and statistics. Present info in a comprehensive web site that is kept current.	CAO EDC	Ongoing	ED MS
	Develop a brochure about the town. The brochure would lure people to the town website where details on events and activities can be easily changed and updated	CAO EDC	Sept 08	
Increase the number of people who relocate to	Further research requirements of retirees in Clarendville and competitive advantage.	CAO EDC	Sept. 09	ED

Goal	Activity	Lead Role ⁶	Timeline	Theme ⁷
Clareville to retire				
	Develop of targeted marketing materials and processes.	CAO EDC	Oct. 09	
Increase community pride and support	Partner with social and business groups to highlight the key advantages and accomplishments of the town, its groups and residents through advertising.	CAO EDC	Ongoing	MS CC
	Offer school activities to instill local pride in Clareville and the local area.	CAO	Ongoing	
Form a strategic alliance with the towns and chambers of the communities in the region	Develop regional oil and gas partnership with neighbouring communities	Council CAO	June 09	ED
Partner with the Discovery Trail Tourism Association and other tourist draws in the area (i.e. White Hills)	Develop regional tourism partnerships with organizations and neighbouring communities	CAO EDC	Ongoing	ED MS
	Strengthen existing partnerships (such as While Hills) to bring more benefits to all	CAO EDC	Ongoing	
Develop winter tourism strategy	Develop strategy to enhance winter tourism activities (ie skiing, snowmobiling)	EDC	Dec 08	AR ED

IMPLEMENTATION

The development of a Strategic Plan is integral in ensuring the vision identified by town residents is achieved. The success of the Strategic Plan, however, will be determined by its implementation. In order to ensure that the goals and objectives are achieved, updates on the recommendations will be brought forth by the CAO for Council in January and June of every year. This will allow Council to monitor progress and make changes as necessary. Two years after the release of the plan, a public meeting will provide interested town residents with a presentation about the progress made regarding the implementation of the recommendations.

While the Strategic Plan will guide the town's direction over the coming few years, the plan must be flexible in order to allow for the consideration of new events, challenges and priorities that may emerge.