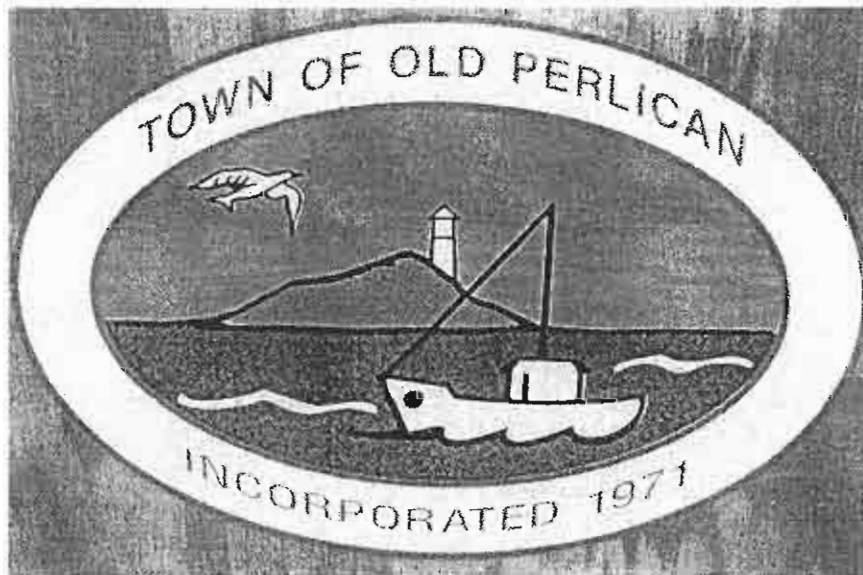


Old Perlican ICSP



Charting The Course

Table of Contents

Content	Page #
Community Introduction	2
Community Assessment	4
Community Vision	7
ICSP Pillars	8
• Environment	9
• Governance	10
• Economic	11
• Social Cultural	12
Land Use, Collaborations and Partnerships	12
Implementation and Monitoring	13
Conclusion	14
Municipal Self-Assessment Results	15

Community Introduction

The Town of Old Perlican, located at the intersection of Routes 70 and 80, is approximately 60 km from Carbonear and 50 km from Heart's Content. A thriving service centre for the collection of smaller communities at the head of Trinity and Conception Bays, Old Perlican has a population of 676 (2005 census).

The major economy is the fishery. Crab and Shrimp processing facilities are employers of nearly 500 workers during the fishing and production season. Other species processed here include lump, mackerel, capelin, and whelk. Fortunately, for Old Perlican, the cod moratorium of the early 1990s did not devastate the economy of the area.

Old Perlican is one of the oldest fishing communities in Newfoundland and Labrador, serving as the major summer fishing station in Trinity Bay for migratory fishermen from England in the 1500s. On the first known map of the area, its name was recorded as "Parlican" as early as 1597, with the prefix "Old" added sometime later to distinguish it from another Trinity Bay community- "New Perlican". One of its first settlers was a planter named John Brown.

- The 1675 census for Newfoundland lists fourteen planters living in Old Perlican.
- 1697- Old Perlican was destroyed by the French under D'Iberville
- 1729-Old Perlican is one of 11 harbours in Newfoundland to warrant the appointment of a Justice of the Peace.
- 1774- Methodism was introduced by John Hoskins, an English schoolteacher.
- 1914 -Reid Newfoundland Ltd built a railway line in the general area, which ran as far as Bay de Verde until the 1930s.
- 1936- the Old Perlican Cottage Hospital was built.

The Town of Old Perlican was incorporated by the province as a municipality on March 31, 1971. Shortly thereafter the first general election was held. Warren Green became the first mayor, but after only six months in office relinquished the chair to E. Fred Cram who served as mayor until 1981. Mr. Cram was followed by John A. Barrett (1981-1989), Harry L Strong (1989-1997), and Roland Strong (1997-2005), followed by Donald Burt (2005-2009). The current Mayor is Harry L. Strong who was elected in 2005.

The first Council met in a small building owned by Eric Strong on Main Street. The present municipal building was built in 1975 and an extension added in 1988. The building currently houses the town office and chambers, the Old Perlican Public Library, an RCMP satellite office and the Old Perlican Ambulance Service.

The Town's Volunteer Fire Department provides fire protection to Old Perlican and several smaller communities in the area. The department currently has volunteer members and operates from the Fire Hall on Main Street. The Fire Chief is Colin Kelly.

Other departments of the town include the Old Perlican Ambulance Service and the John Hoskins Recreation Commission.

An arms' length organization, the Old Perlican Ambulance Service operates through a funding agreement with Eastern Health. It has six paid and/or remunerated personnel trained to various levels of pre-hospital care, including one primary care paramedic. The service prides itself on its excellent delivery of patient care to residents of the area. Ambulance services are dispatched from the local hospital.

When John Hoskins Elementary School closed in 1997, the town acquired the building from the Avalon North School Board. In 1982 the town had cost-shared with the board to build a gymnasium on the school. Community leaders convinced the school board to turn over the building to the town. It is now used as a community centre and continues to undergo renovations to make it a centre of attraction for the town. The Recreation Commission volunteers are tireless in their efforts to provide recreation and social activities for the residents. Other recreation facilities in the town include a soccer field, softball field and playground.

Our heritage as a fishing community is proudly heralded through the efforts of the Old Perlican Heritage Committee. Some years ago local residents donated property in the centre of town for the development of a Memorial Park to honour the many residents who left Old Perlican to serve in world wars. The War Memorial, surrounded by flags of all provinces and territories of Canada, is the scene of annual Remembrance Day ceremonies. The adjacent park and boardwalks are a popular tourism attraction. The Beckett Heritage Home, a registered heritage structure, and replica fishing store, located in the town's centre, are also popular tourism sites,

Old Perlican boasts many services and facilities. In 2001 a new health centre replaced the old cottage hospital which had served the area since the mid 1930s. The Dr. A.A. Wilkinson Memorial Health Centre is a state of the art acute care facility, with modern laboratory and x-ray facilities. The chief medical officer is Dr. Gert Nel, who arrived in Old Perlican in the early 1990s from South Africa. There are three additional physicians and various supporting medical/ clerical staff employed at the centre, which is operated by the Eastern Health Authority.

In September 2002 Baccalieu Collegiate (grades 7-12) opened its doors in Old Perlican. The new high school, built as a result of educational reform, consolidated the student populations of four schools (Holy Trinity-Heart's Content, E.J. Pratt-Brownsdale, St. Joseph's-Bay de Verde, and North Shore Collegiate, Northern Bay) in a facility to rival any in the larger centres. Teachers and students have formed a cohesive body where academic and extra-curricular activities are top-rate. Elementary (K-6) students from Old Perlican attend TriCon Elementary in nearby Bay de Verde.

For a small town, Old Perlican has a variety of commercial enterprises. These include, funeral home, seniors' retirement home, drugstore, two gas bars (Irving and Esso) and convenience stores, two hardware stores, large supermarket, automotive garage, variety store, a marine supply store, cabinet makers, hair salons, accounting and insurance businesses, fast food takeouts, licensed liquor store, contracting and trucking business, in addition to the processing facilities.

As a major fishing port, Old Perlican's harbour facilities are managed by the Harbour Authority of Old Perlican, a federal government agency associated with Small Craft Harbours, Dept of Fisheries and Oceans. The Authority is responsible for berthage and gear storage facilities for fishers, as well as providing water and electrical services to commercial and pleasure boats. The Authority has ongoing plans for harbour improvements, including a marina where pleasure craft can tie up, new marginal wharf and improved harbour office facilities.

Old Perlican has an excellent relationship with its neighbouring municipalities and unincorporated communities. The town is a member of the Joint Mayors' Association of Trinity-Bay de Verde, and together with the other 8 municipalities on the Trinity /Conception Bay shores the group meets on a monthly basis to discuss common issues and enjoy a night of fellowship and networking. Additionally, as the major service centre on the tip of the Bay de Verde Peninsula, smaller neighbouring communities rely on the Old Perlican Volunteer Fire Dept and the Old Perlican Ambulance Service in times of need.

The OPVFD has mutual aid agreements with the Bay de Verde and North Shore Fire Dept, and the OPAS has the same arrangement with the North Shore and Winterton Ambulance Services. In time of need all groups pull together to help their fellow citizens. These arrangements have been in effect for over 30 years and one group would not be able to provide the high level of service it does, without the other's involvement.

On a more recent level, the 19 communities from Kingston (Conception Bay) to New Chelsea (Trinity Bay) have united as the Trinity/Conception Bay North Waste Management Authority for the provision of waste management services to the area. The Old Perlican/Bay de Verde Incinerator-a joint operation since 1982--closed 31 March 2010 and the existing site was transformed into a waste transfer site under the auspices of Eastern Waste Management. This is a major breakthrough in waste management for the Bay de Verde peninsula. Dumpsites at Grates Cove, Lower Island Cove and Adams Cove will be closed, reducing the existing sites in this region to only one. This is in keeping with the Provincial Government's Waste Management Strategy, which calls for all waste on the Avalon Peninsula to be diverted to Robin Hood Bay by the end of 2010.

The Town of Old Perlican has a bright future, and it is the goal and responsibility of elected officials and residents to ensure that our plans for the future are realized. We hope to improve infrastructure in a number of areas, including water/sewer, roads and recreation facilities. Working closely with the Old Perlican Heritage Committee, we envision a more active cultural community in the future with tourism destinations, trails, and activities for all.

Some years ago, a town motto was inscribed on every plaque the town bestowed on its residents, thanking them for their volunteer efforts: "*Never Grow Weary of Well Doing*". In other words, keep up the good work! All residents subscribe to this as can be found in our many volunteer organizations. We will continue to focus on this motto in the years ahead.

Community Assessment

Municipal Sustainability Self Assessment

In 2008 the Town of Old Perlican took part in the Municipal Sustainability Self-Assessment project, as offered by Municipalities Newfoundland and Labrador (MNL). A facilitator from MNL met with the Town Council and staff and discussed the Self Assessment workbook and its implications for the development of our ICSP. The results of that meeting and discussion are captured in the following table:

Self Assessment Category	Issues of Needs Identified
Governance	<ul style="list-style-type: none"> • Committees may help spread the workload and help focus responsibility. • Inclusive and flexible plans will help the town adapt to changes.
Administration	Staff levels are adequate but additional seasonal and temporary staff provide assistance as well.
Finances	Current practices are holding the town in a solid financial position.
Service Delivery	<ul style="list-style-type: none"> • There is a need for more recycling and waste diversion procedures. • A comprehensive recreation program would benefit residents.
Infrastructure	The town currently has appropriate levels of infrastructure and can adequately maintain those levels.
Community Well-Being	<ul style="list-style-type: none"> • Specific programming directed toward youth might help maintain that segment of the town's population. • Enhanced, and directed efforts toward building a sense of community could help local development without requiring outside funding programs. • Environmental protection activities will ensure the surroundings are maintained for future generations.
Regional Cooperation	There are a number of regional initiatives that the town is currently engaged in.

The results of the Self-Assessment indicated that Old Perlican was reasonably successful, but that there were still areas that could be significantly improved with better planning. This process played an important role in the development of the goals and projects for this ICSP.

PSAB

New regulations tied to the Gas Tax funding has required that every municipality comply with new Public Sector Accounting Board standards. These standards have required that as a town we have to understand exactly what infrastructure and assets we own and are responsible for. It has been a challenging process, but it will provide the Town with detailed lists of assets, lifecycles, and values for every significant item owned by the Town of Old Perlican. This will aid in our decision making process as we move forward with infrastructure investments.

Basic Questions of Sustainability

Another part of the community assessment, as suggested by the Department of Municipal Affairs, is the completion of a table of basic questions of sustainability. This table was provided by Municipal Affairs and is intended to help highlight very specific basic areas of our sustainability as a municipality. There are only two questions that have "no" as an answer. The first is because the town has no sewage treatment, just outfalls. The second because only about 90% of residents are on town supplied water and sewer. The results of this table for the Town of Old Perlican is below:

Basic Questions of Sustainability	Yes	No
In general are you able to get candidates to run for municipal council?	X	
Does your council hold at least one public council meeting per month?	X	
Has the municipality been able to avoid an operating deficit continuously in the past 2 years?	X	
Is your debt servicing level within the Provincial benchmark of 30%?	X	
Is your Municipal Plan up to date?	X	
Do you have adequate municipal buildings to meet your current needs?	X	
Do you currently meet all conditions of your permit to operate your water system?	X	
Are you able to meet all Provincial and Federal requirements for sewage treatment?		X
Do you have sufficient water and sewer infrastructure to meet the needs of your residents?		X
Does your council keep at hand, adopted rules of procedure?	X	
Do you currently employ all the staff you require to meet the operational needs of you municipality.	X	
Is your sold waste collected at least once a week and disposed of at a department of Environment approved site?	X	
Do you provide, or contract for, adequate emergency response services?	X	

Statistical Data

The following statistical indicators and information is sourced from the Community Accounts website. While the population of the town has decreased over the last 20 years it is still within a reasonable amount. The decrease was only 6.3% from 2001 to 2006. The average age in Old Perlican in 2006 was 43, in comparison to the average for the province of 42.

The average gross income per capita in 2006 was just over \$20,000 in comparison with the provincial rate of almost \$23,000. As in many Newfoundland and Labrador communities based on traditional industries, the rate is higher for men then for women. One important factor in the sustainability of a community is where the income is originating, or how much of it is from government transfers, such as social assistance or old age pensions. In Old Perlican the income from government transfers was only 35.9% in 2006, meaning our self-reliance ration is 64.1%. This is significantly better then the provincial rate of 78.5%.

The Community Accounts website also compiles data on issues of health, education, and community safety, and in the majority of categories the Town of Old Perlican scores at or better then the provincial average.

Public Consultation

As part of the community analysis the Town held a public consultation on July 14, 2009 at the Town Hall. Unfortunately the turnout was very small, as only 3 members of council and one member of the public attended. There was discussion about the direction of the Town issues around youth, recreation and limited volunteer resources. The issue of the Town's limited capacity to potentially expand the water supply for industrial use was also discussed.

Community Vision

Community Vision for the Town of Old Perlican:

The basic municipal mandate of all incorporated communities:

We are obliged to collect taxes, provide services, and represent the people we serve in accordance with the terms of our incorporation and the provisions of the Municipalities Act.

The Town of Old Perlican's vision to achieve community sustainability into the future requires that the town must enhance and improve the quality of life for all residents by providing infrastructure and services to insure Old Perlican continues as the thriving economic hub of the Bay de Verde Peninsula.

We see this as obtainable based on the following:

- Old Perlican is the service community serving a regional population of over 3000 residents.
- Location of two major seafood processing facilities (crab, shrimp, other species)
- Location of the only Marine Service Centre in Conception/Trinity Bay, except Harbour Grace.
- Location of Port Authority facilities, one of the best harbours in the province, and home to one of the largest long liner fishing fleets in the province.
- Location of major institutions-regional hospital, regional high school, seniors' retirement home and apartments
- Location of various government services - public health facilities, employment assistance services (HRDC) Post Office, RCMP office, public library.
- Location of a regional Community Centre and other recreational facilities (playground, soccer pitch, softball field and basketball court)
- Location of a variety of businesses: Funeral Home, DrugStore, Professional Offices, Supermarket, Gas Bar/Convenience Stores (2), Liquor outlet and Sears Catalogue outlet, Contracting businesses, Hardware stores (2)
- Rich cultural history highlighted by the Beckett Heritage Home, War Memorial, Memorial Park, one of the oldest, active Orange Lodges in the province, and St Andrews By the Sea United Church.

To ensure sustainability the town will:

- Ensure the protection of the natural environment in and around the community
- Develop a business friendly environment while striving to maintain current levels of business service and attract new developments to the town.
- Ensure information and adequate social programs are available to all residents.
- Ensure the celebration of our history, culture and people through a variety of programs and events.
- Ensure the municipality is operated with fiscal responsibility and accountability through land use, financial and strategic planning, while engaging the public whenever possible
- Ensure that relationships with others in the community are developed and enhanced, engaging partners to accomplish goals identified by the council and residents.

ICSP Pillars

The Town Council of Old Perlican will work to ensure that Old Perlican continues to be a thriving community so that by 2020, the community is the hub of the economy for all communities at the tip of the Bay de Verde Peninsula. Council wishes to enhance the quality of life of its residents by providing and upgrading municipal infrastructure such as improved water and sewer services, road upgrading, municipal building upgrades, recreational and cultural improvements.

Old Perlican is currently a major service centre with a hospital, high school, seniors home, funeral home and various other businesses and amenities. We will strive to maintain the existing business base, as well as encourage new business to develop here.

Significant Goals in Brief:

Environment:

- New Regional Waste Management facility/Hazardous waste disposal
- Sewage Treatment Outfall
- Soda Ash treatment for domestic water system
- Residential water/sewer improvements
- Study electricity consumption for municipal buildings (possibly install solar panels) (green fund assistance)
- Improve/increase green spaces (parks, trees) in the municipality

Governance:

- Update town plans and policies
- Explore Human resource options to maintain or possibly expand staff levels
- Streamline decision making processes
- Maintain equipment and facilities
- Ensure appropriate financial resources are in place

Economic:

- Partner with the Harbour Authority on marina development
- Encourage existing/new businesses (? Incentives)
- Water supply upgrade for commercial customers
- Develop tourism activities and visitor sites

Social/Cultural:

- Develop walking trails
- Community Service award/volunteer of year
- Develop recreation programs for youth and seniors, especially in winter-walking programs, etc
- Encourage activities of seniors groups (50+ groups)
- Self-improvement programs/workshops
- Continue to press for increased cellular service in the region.

Environment

The town of Old Perlican is lucky to be located in a very healthy environment with very few significant issues to be addressed. As such the focus for the Town is to ensure that residents and town operations are having a minimal impact. As part of the current Waste Management Strategy the local waste incinerator was decommissioned last spring (end of March 2010). We have recently moved into a regional waste management approach with the establishment of the Trinity Conception North Waste Management Authority.

The other significant area that will require attention in the coming years is that of wastewater or sewer treatment. The Town currently does not have any sewage treatment due to the high cost of infrastructure. However, new federal regulations are likely to require treatment of some kind and we need to begin exploring the options and the costs involved, as long as resources are provided.

Pillar	Goal	Number	Project	Cost	\$ Source	Date	
Environment	Waste Management Improvements	Env 1	A	Community Composting	TBD		2011
			B	Recycling Program	TBD		2011
	Sewage Treatment Improvements	Env 2	A	Explore alternative methods of sewage disposal	TBD		2012
			B	Improve outfalls infrastructure	TBD		2012
	Domestic Water System Improvements	Env 3	A	Soda Ash System	TBD	Gas Tax	2011
			B	Improve infrastructure	TBD	Gov.	2012
	Improve Energy Efficiency of Buildings	Env 4	A	Energy Audit Buildings	TBD		2011
			B	Implement Basic Environmental Principles	TBD		2012

Available project details:

	Title	Details
Env 1	A Community Composting	Partner with Baccalieu Collegiate to divert waste through a community-composting program.
	B Recycling	Partner with the John Hoskins Recreation Committee to collect recyclable materials and deliver them to the green depot.
Env 2	A Sewer disposal methods	Engage an engineering firm to examine alternate sewage systems for areas of town currently not covered due to various restrictions.
	B Sewer outfalls	Explore alternatives to regular, 30 year old, sewer outfalls.
Env 3	A Soda Ash sys.	Access Gas Tax funding to implement a soda ash system to correct the current ph levels of the drinking water in the town.
	B Infrastructure	Install water and sewer on Kelly's Road using an Abydoz system.
Env 4	A Energy Audit	Engage a firm to complete an energy audit on all Town buildings to see if there are any possible efficiency improvements possible.
	B Basic Env Principles	Explore alternative methods to heat the Town Hall, possibly by installing solar panels.

Governance

The Town has engaged in various activities to improve the governance of the operations of the municipality over the years, including activities of planning and decision makers. One of the recent improvements that has been made is an updated Emergency Plan, that has recently gone to Fire and Emergency Services for final approval. This plan is a vital part of ensuring the safety of the residents of Old Perlican.

One of the ongoing challenges for rural municipalities is maintaining appropriate staffing levels with limited resources. Exploring alternative funding sources is a constant process and we have been successful through the Targeted Wage Subsidy program in hiring one maintenance person, currently on a seasonal basis. Another resource that must be maintained and improved is equipment. Recently the Town invested in a new backhoe to assist with maintenance and new jungle gym equipment for the playground.

See table below for Goals and projects. Specific project details are being developed on an ongoing basis and will be added as identified.

Pillar	Goal	Number	Project	Cost	\$ Source	Date	
Governance	Maintain Documented Policies and Procedures	Gov 1	A	Update Town Bylaws	TBD		2011
			B	Update Town Policies	TBD		2011
			C	Develop Policy Manual	TBD		2011
	Maintain Appropriate Staff Levels	Gov 2	A	HR Analysis	TBD		2011
			B	Explore Alternate Administrative staff models	TBD		2011
			C	Explore Funding programs	TBD		2011
			D	Revise Job Descriptions	TBD		2011
	Improve Decision Making Processes	Gov 3	A	Governance Review	TBD		2012
			B	Committee Restructure	TBD		2011
			C	Explore partnerships with other groups	TBD		2011
	Maintain Equipment and Facilities	Gov 4	A	Upgrade Town Building	25,000	Town	2011
	Secure Financial Resources	Gov 5	A	Examine Taxes and Fees	TBD		2011
			B	Develop 5 year financial plan	TBD		2011

Economic

The Town of Old Perlican is well positioned in the region as a service provider and regional leader. Part of this role is derived from the fish processing facilities located in the Town. They employ people from many surrounding communities and help to provide an economic base for the area.

Economic development is still a priority for the Town, and many of the local businesses work with the Town to enhance the small business environment. The council recently adopted a new policy to exempt new businesses from the Business tax for their first year of operation as one form of encouragement for new business development. The Town also works with the local Regional Economic Development Board, MRON, when possible to further assist businesses in the region.

See table below for Goals and projects. Specific project details are being developed on an ongoing basis and will be added as identified.

Pillar	Goal	Number	Project	Cost	\$ Source	Date
Economic	Set Economic Development as a Priority	Eco 1	A Establish Economic Development Committee	TBD		2011
	Work closely with Partners	Eco 2	A Survey Local Business	TBD		2011
			B Invite RED Board to discuss their SEP	TBD		2011
			C Develop Harbour Authority Plans	TBD		2011
	Ensure a business friendly town	Eco 3	A Enroll in Biz Pal	TBD		2011
			B Celebrate Local Business	TBD		2011
			C Upgrade W/S for Business	100,000		2011
			D Upgrade Roads for business development	250,000		2011
	Capitalize on existing resources	Eco 4	A Encourage the Chamber of Commerce	TBD		2011
	Develop Town sites	Eco 5	A Walking trails	TBD	Grants	2011
B Rest Spots			TBD	Grants	2011	

Social and Cultural

Pillar	Goal	Number		Project	Cost	\$ Source	Date
Social/ Cultural	Increased Community Activities and Events	Soc 1	A	Community Service Award	TBD		2012
			B	Regular "Town Hall" Sessions	TBD		2012
	Engage Youth and Seniors in Events	Soc 2	A	Seniors 50+ group	TBD		2012
			B	Improve Recreational Programs	TBD		2012
			C	Self Improvement Courses and Programs	TBD		2012
	Encourage Participation in Municipal Process	Soc 3	A	Keep residents informed about municipal events	TBD		2012
			B	Encourage non-council participants in committees	TBD		2012
	Increased Communication with Residents	Soc 4	A	Semi-annual newsletter	TBD		2012
			B	Re-develop website	TBD		2012
	Celebrate Local Culture	Cul 1	A	Summer Festival	TBD		2012
Preserve Built Heritage	Cul 2	A	Develop Heritage Building Regulations	TBD		2012	

Land Use Planning

The Town of Old Perlican redeveloped a Municipal Plan in 2009 and will be revising the plan through a Plan Amendment in 2011. This plan outlines the basic land use principles and regulations that direct development in the town. The Plan will be updated as required as the town development moves forward.

Collaborations and Partnerships

The Town of Old Perlican is in a unique position in the region as it acts as a small regional centre. Residents from surrounding communities travel on a regular basis to Old Perlican because of work at the fish processing facilities, or for education at Baccalieu Collegiate.

The Town also provides emergency services on a small regional basis. The Old Perlican volunteer Fire Department provides fire protection for some of the smaller neighbouring communities, and the Town also provides the ambulance service to the region.

The Town is a partner in the Joint Mayors' Association of Trinity-Bay de Verde, and is also part of the new Trinity/Conception Bay North Waste Management Authority, and works with the Mariners Resource Opportunity Network (MRON) on economic development initiatives as well.

Implementation and Monitoring

This ICSP only becomes useful if it has continual follow up and implementation. As such it will be an ongoing task to ensure that the plan is reviewed and acted upon regularly. In this plan the council has decided that a council and staff centered approach will guarantee that work is completed on time. The Town Manager will become responsible for the implementation of the major objectives and act as a project manager to ensure that assigned tasks are being completed, and the Council will act as decision makers to ensure action is taken. While the plan requires a significant amount of work to be completed the implementation should flow smoothly and not require significant additional time from the staff.

The following schedule will be undertaken to monitor the progress of the plan:

Every 6 months

- The Town Manager will briefly report on the implementation checks that have taken place over the six month period.

Every year

- Review and revise all projects as required
- Review all goals and revise as required
- Allow ample opportunity for public comment

For the specific review of each project and goal the committee will utilize the following 5 step process as taken from the Municipal Affairs ICSP Guide:

1. Has the objective been completed to your satisfaction? If yes go to step 2, if no got to step 3.
2. Is there any further action required regarding the objective?
 - a. If no then you are finished with this objective and can remove it.
 - b. If yes then you must determine what further steps must be taken and develop an appropriate new objective.
3. Is the objective still a necessary part of your ICSP?
 - a. If no then either remove or amend the objective as required.
 - b. If yes then continue to include the objective as part of your ICSP.
4. If an objective requires change you must determine what those changes need to reflect. Things such as funding, other resources, schedules and community priorities must be considered.
5. Finally amend any objectives as per the above steps and include them in your revised ICSP.

Conclusion

Following the initial process of developing the ICSP for the Town of Old Perlican it has become apparent that while there are issues that require attention, the future for the Town can be a bright one. With focused efforts around delivering services efficiently and effectively, and stimulating with the local business community and the residents, the Town of Old Perlican will continue to be the regional centre for the northern section of the Bay de Verde peninsula.

Municipal Sustainability Self-Assessment Report

The CCRC would like to thank the Town of Old Perlican for taking the time to engage in the Municipal Sustainability Self-Assessment Tool Kit process. The CCRC believes a strong local government structure will only be achieved by having in place self-sustaining local government administrations. Please note that one of the key objectives of this project was to raise the awareness of issues surrounding long-term sustainability and viability of municipalities. Please note that this report is based on the Municipal Sustainability Self-Assessment session that you completed as the tool for self-evaluation. It is not intended as an outside review nor is it possible to compare specific results between municipalities.

As one of the current requirements of securing access to continuous Gas Tax funding all recipients are responsible for completing an Integrated Community Sustainability Plan or ICSP. The sustainability self-assessment process provides an appropriate basis for launching the ICSP process. This report is intended to give a “big picture” look at your municipality’s current situation and to provide some guidance as to possible directions to take in the future. Your ICSP should utilize these results to develop an integrated approach to address any issues and capitalize on existing strengths. Remember that this is the beginning of a process, not a solution. Your council should perform a more detailed analysis as part of a larger ICSP process.

Based on the Self-Assessment session your municipality participated in the CCRC would like to highlight the following items:

1. **Governance** - This is an analysis of the municipal body in an effort to determine if council is complying with the requirements of the Municipalities Act and practicing principles of good governance, including strategic, long-term planning.

The session held with your council and staff indicated that while you are somewhat successful in achieving good governance there are areas that you should consider acting upon in the near future. They include:

- **Committees of Council:** Committees help designate and focus responsibility for important tasks.
- **Planning:** It is perhaps the best method to ensure long term goals are met. Inclusive plans that are regularly consulted and updated will improve the ability of your municipality to adapt to changing situations.

2. **Administration** – A significant part of determining the sustainability of municipalities is associated with the administrative capacity of the employees of council and their resulting ability to provide council with accurate and reliable information. They have daily contact with the public and advise council on the development of policy. They are also responsible for implementation of the adopted policies, plans, regulations, and directions of council.

Your responses indicate that you have employed and equipped an adequate numbers of skilled staff, which are well suited to the demanding requirements of administering the operations of your municipality.

3. **Finance and Financial Management** – Good financial management is one of the cornerstones of the success and continuity of any organization. It ensures that resources are properly managed and funds are spent in accordance with the stated priorities and mission of the organization.

Your municipality appears to be operating with sound financial practices that have allowed you to keep debt levels low while delivering the current level of services and the requirements of the Municipalities Act.

4. **Service Delivery** – Providing basic services such as garbage collection and disposal, fire protection, clean water supply, sewage collection and treatment, street lighting and an adequate road network are fundamental municipal responsibilities. Determining whether your municipality is able to provide these services in a manner that meets both public demands and existing standards and legislative requirements is an important indication of municipal sustainability.

Your answers show that even though you are able to continue service delivery, unless you address some issues it is likely that they will become problems in the future. These issues include:

- **Waste Management:** Waste diversion and reduction activities must be part of any future waste management plans.
- **Recreation:** Recreation programs for residents of all ages are an integral part of modern sustainable communities.

5. **Equipment and Infrastructure** – While many residents in incorporated municipalities receive services through infrastructure provided by the town, other areas of some municipalities are unable to provide these services for various reasons including lack of the necessary infrastructure. In addition, much of the infrastructure that does exist is aging and will have to be replaced in the near future or is inadequate to meet current standards.

Your municipality appears able to ensure the maintenance and development of the required infrastructure to sustain the services you currently provide. The integration of PSAB, ICSP and asset management principals can help continue your infrastructure development.

6. **Community Well-Being** – Municipalities have to recognize the impact of a declining and aging population on its eroding tax base, overall economic position and volunteer contributions, and seek alternative methods of service delivery where necessary. The status of ecological and cultural resources and health and education services significantly impact long-term community viability.

The self-assessment has identified that you are able to maintain a level of community well being, however there were issues in the following areas:

- **Demographics:** Youth retention programs and community building activities may help maintain your population.
- **Social Capital:** Fostering a strong sense of connection to the community can often accomplish goals that outside influences cannot.
- **Environment:** Implementing policies to educate people and encourage environmental protection will ensure that the environment can be enjoyed into the future.

7. **Regional Cooperation** – Regional cooperation is increasingly recognized as an essential component of community sustainability. Combining resources to help reduce costs and enhance service delivery impacts all areas of sustainability.

Your municipality is proactively taking advantage of the benefits of regional cooperation, which could enhance your long-term sustainability.

Other Comments and Recommendations

Attendance at the Self-Assessment Session

- The attendance at the session was exemplary and is a strong indicator of your council's commitment to long term sustainable planning.

Bonus Questions

- This section indicated that your municipality has not identified many unique assets that could enhance long-term sustainability. There are instances where unique assets exist but have not been identified. The objective is to identify your assets and build planning goals around those strengths.

Integrated Community Sustainability Plan (ICSP)

- The results of your session indicate that your municipality is likely capable of completing a solo Integrated Community Sustainability Plan. Note however that there may be other municipalities in your region that will be completing a group or regional ICSP and you also have that option.

The CCRC within MNL and in collaboration with the Department of Municipal Affairs will be providing follow up information on the ICSP process as well as any support that becomes available. If you would like to explore the possibility of completing a group or regional ICSP, assistance is available through the Community Cooperation Resource Centre.

As part of the ICSP process this report of your Self-Assessment results must be made public. Transparency must be a part of any process where community sustainability is the goal, and as such this report must be tabled at a council meeting to ensure public awareness of the process.

Regional Cooperation Options

To enhance long term sustainability goals there are service sharing and regional cooperation options available to your municipality. The options currently available vary in terms of the level of commitment and the potential benefits. If your council would like to explore any of the arrangements listed below and would like information or assistance please contact the CCRC.

Type of arrangement	Potential Benefit(s)	Ease of Establishment	Level of Commitment	Limitations	Current Situation
Joint Council	-Communication -Unified voice for regional issues.	Establishment simply requires an agreement to meet on a regular basis.	Very low level of commitment and members may leave at any time.	Not a legally recognized body.	Currently 15-17 active in NL.
Service Sharing	-Reduced cost -Increased or maintained services.	Requires an agreement, usually written between parties.	Formal agreements are legally binding contracts but are often limited to one or two services.	Requires that one party take on the official responsibility.	74% of municipalities report some kind of service sharing in NL.
Municipal Service Delivery Corporation	-Regional approach -Separate entity legally responsible -Can charge fee for service. -All partners can sit on Board of Directors	Requires agreement of parties and signature of the Minister of Municipal Affairs.	Agreements for service provision are legal contracts and Corporations are legal entities.	-Cannot tax -Minister may prescribe terms of operation.	-Currently 1 in operation. -Waste Management Authorities is similar but fall under different legislation.
Regional Council	-Have all the authorities of a municipal council. -Can encompass LSDs and unincorporated areas. -Existing councils can become members.	Requires approval of the Lieutenant Governor in Council and legislation.	Commitment is high, as it requires specific legislation.	Existing councils can remain in place.	Currently only one Regional Council on Fogo Island.
Formal Merger (Amalgamation or Annexation)	-Cost savings -Increased service delivery efficiency -One large unified lobby voice -Reduced costs	Requires significant effort and support from the Minister of Municipal Affairs.	Very high level of commitment as it is a permanent condition.	Possible concerns over loss of immediate local control.	Mergers in recent years: Trinity Bay North; New-Wes-Valley; Roddickton and Bide Arm