



TOWN OF CARBONEAR
Strategic Plan
2022-2025



OUR Strategic Plan

A strategic plan is a principal guiding document for governance, infrastructure, program and service delivery and economic development. The plan is a living and direction-setting document that identifies the foundation for the Town actions. The Strategic Plan is 3 things at once: a vision, a strategy and an action plan.

The Town of Carbonear Strategic Plan has been created by listening to our stakeholders; our residents, business community, partners, as well as Council and staff. Through the extensive engagement process, needs and priorities were identified and reviewed to assess resources and realistic level of readiness. Council and administration will work together toward identified outcomes and ensuring resources are optimized to complete initiatives. The strategic plan presented in the following pages will not only guide the decisions of the elected officials on Council, it is also a commitment to our community that we hear you and are responding to identified needs with transparency while fiscally responsible.

The Town of Carbonear has identified four focus areas to guide decision making and implementation activities over the next four years. Each focus area has intended outcomes and performance indicators to guide administration. These focus areas will utilize the existing Standing Committees:

Administration and Finance

Economic Development, Planning and Land Use Development

Public Works, Waste Management and Community Services

Recreation, Special Events, Culture and Tourism

It will be monitored on a regular basis to assess progress and support successful outcomes.

This document has been developed with the community's collective vision in mind – a welcoming and thriving community to live and work in.



Message from the Mayor....

On behalf of Council and staff, I am very pleased to present the Strategic Plan 2023-2025, a first for the Town of Carbonear.

During the engagement process, each of you shared your vision of the Town of Carbonear. You want to live in a vibrant, connected and resilient community which strives to be welcoming and inclusive and operate efficiently. Since being elected, I have consistently used the phrase “Good things are happening in Carbonear”. With the input from residents, business owners, partners, and staff; we have identified and prioritized key strategic objectives. These strategic objectives outline foundation steps to create a Town that is thriving and engaged, a Town we can all be proud of and love.

A Strategic Plan is intended to be a living document and the product of all of our collective efforts. As we built this plan, we also took the opportunity to reflect on how we operate and communicate and commit ourselves to prioritizing improving core services and delivery. We heard your feedback. While we have much to celebrate, we also have work to do to improve.

Our council is committed to improving communication and engagement with our residents and business community. We are committed to ensuring our decisions are made with the best long-term interest of the community as a whole. Good governance and transparency are key foundations of our growth forward in the future.

Whether you live, work or play here or even just visit, you are an integral part of our community. Our goal is to build welcoming, prosperous and inclusive Town where people have access to the resources they need to fulfill their potential and increase our overall community well-being. Over the last few years, we faced the challenges of a global pandemic together as a community. We have a share of challenges in the future as well, including climate change, workforce shortages, wastewater treatment and changing demographics. Regardless of the challenges that we may encounter, we are committed and confident that we will, utilizing this document, respond to these challenges.

We are eager to implement this plan and work with each of you. The Strategic Plan is also a commitment to our residents and business community to work together and collaborate to achieve the vision defined by this document.

“Good things are happening in Carbonear”

Frank Butt
Mayor



Town of Carbonear Council



Mayor Frank Butt



Deputy Mayor Sam Slade



Councillor Danielle Doyle



Councillor Chris O'Grady



Councillor Ray Noel



Councillor Malcolm Seymour



Councillor Peter Snow

Development of the Strategic Plan

In 2019, the Town of Carbonear identified the need for a strategic plan. It was viewed as an opportunity to realistically assess where we are, where we want to be and what we need to do to reach those objectives as well as how to monitor them along the way.

During the process, a global pandemic occurred. At this point in time, how we engage with our stakeholders had to be re-assessed for not only daily operations but also the strategic planning process. During a tumultuous time, conversations with stakeholders was incredibly valuable.

Discussions with stakeholders changed, priorities inevitably were affected. This plan represents deeper conversations resulting from both the slower pace and the common ground of “not knowing” what to expect during this time and the recovery from the world “stopping”.

Additionally, the lengthier engagement process was an opportunity to rebuild connections and communication networks.



How & who we engaged....

Phase I: Research and Stakeholder Engagement (including with Council and Staff)

Phase II: Assessment and review of what we heard

Phase III: Final Strategic Plan document prepared

Engagement Method
Community Survey (online, paper, in person, & telephone)
Business Survey (online, in person, telephone)
Council & senior management Survey & In Person Session
Staff survey
One on one interviews (telephone, zoom, in-person)
Focus Groups (conference calls, zoom, in-person)
Follow up interviews and sessions

Who are the stakeholders?
Residents, businesses, council members, Town committees, management & staff, organizations, associations, incorporated bodies, provincial and regional departments, education institutions, incl. post secondary
Residents: 850 (18.1%)
Business owners/management staff: 48 (21.1%)
Organizations/Committees: 25
Focus Groups: 21



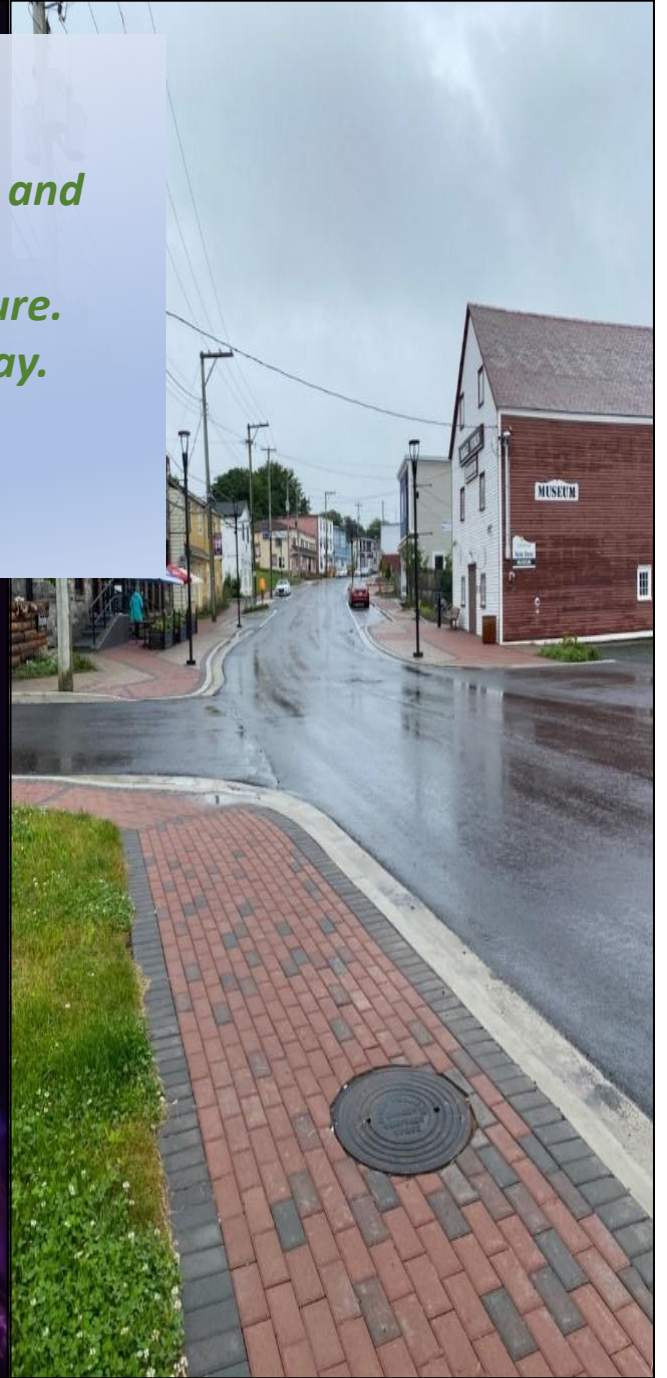
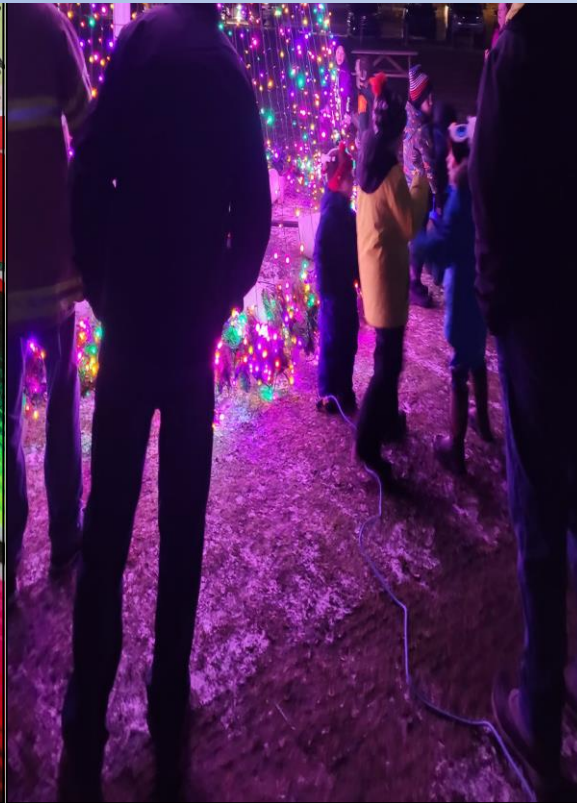
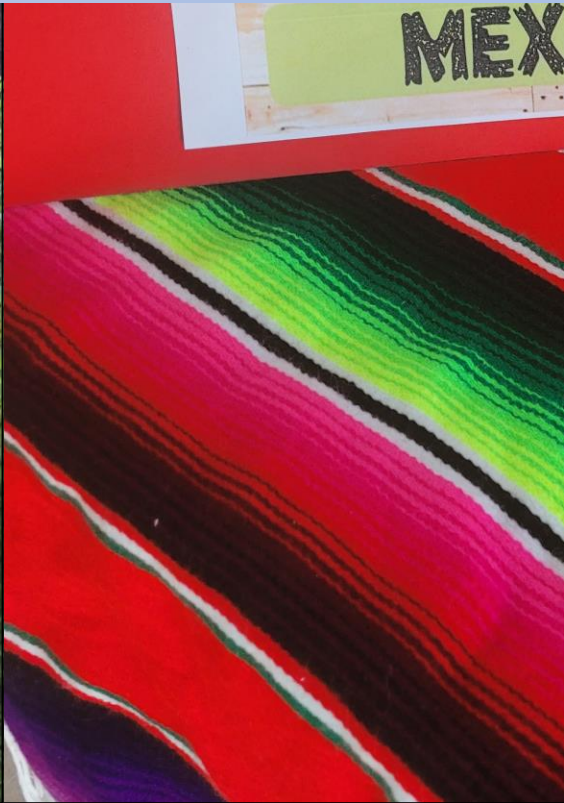
Our Vision

The Town of Carbonear is a vibrant, welcoming, inclusive and connected community.

Celebrating our culture, our place in history and our future.

It is the place where people choose to live, work and play.

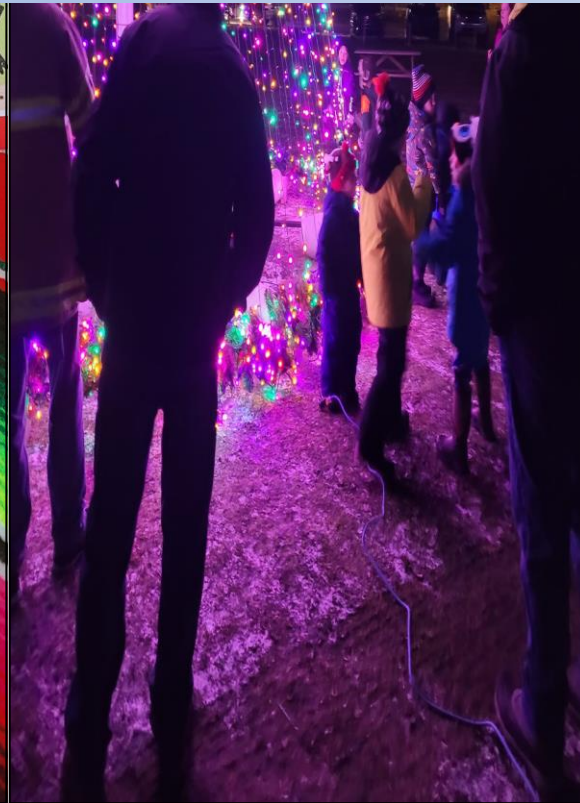
It is the Town that says You are Welcome.



Join
Alda Jarvi

Our Mission

Through responsible financial management, service excellence and guided by our vision and strategic plan, the Town of Carbonear Council and employees work as a team, to provide quality services that address the needs of all of our citizens and continue to build a vibrant and welcoming community.



Our Guiding Principles

Responsible financial management

Service excellence

Informed decision making

Sustainability

Communication and Transparency

Inclusion





Vibrant Community

Supporting economic development strategies and building on the Town's stable service center foundation is the key to long-term economic success.



Connected Community

As needs change, it is essential that the Town continues to offer residents and visitors a diverse range of recreational & cultural opportunities. Also, prioritizing the continuation of providing high-quality essential services & programs that ensure quality of life.



Corporate Excellence

Delivering excellence in core services and delivery of high quality services to the public. Town services are aligned with public expectation, responding to user needs and financially balanced.



Resilient Community

Ensuring our infrastructure is maintained to meet future needs of our community, while also leveraging the use of technology to help meet those needs.

Strategic Goals

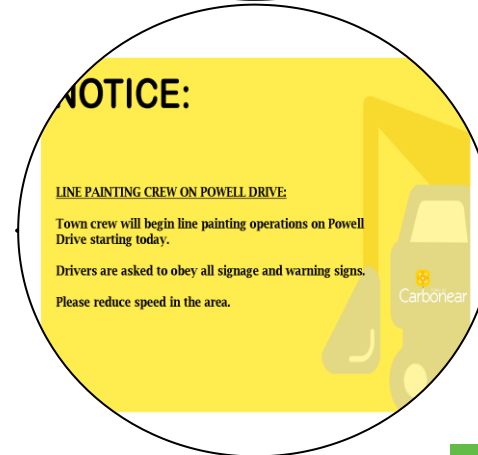
The foundation of this plan, the Vision, Mission and Values are derived from the feedback we gathered during the intensive and lengthy engagement plan. The goals and implementation of this plan represent what we heard through our engagement process. We listened. We heard from YOU what you think we are doing well, what we need to work on and what future you see for the Town of Carbonear.

The four strategic goals identified as focus areas for our transformational change include the following:

**Vibrant Community
Connected Community
Corporate Excellence,
and Resilient Community**

This Strategic Plan is also an acknowledgement of our commitment to engage better, prioritize important components such as transparency, and continue to build on the work to make this Town the place people want to live, work and play. Our goal is to create transparent, honest, and open communication while improving collaboration and directly gain a stronger understanding of the needs of our residents and business community.

In the next section, each of these strategic priorities will be reviewed with a focus on the action objectives identified.



Vibrant Community

Supporting economic development strategies and building on the Town's stable service center foundation is the key to long-term economic success.

The Town of Carbonear is a thriving centre for the Baccalieu Trail and often referred to as the “hub of the bay”. Carbonear has two main shopping areas: West End Commercial District and the Heritage Waterfront District. These areas of the Town offer an extensive array of services and amenities including department stores, grocery stores, banks, automobile service centres, specialty shops, restaurants, cafes, professional and government offices, and a post office. As well, the Carbonear Hospital is recognized as a teaching site for Memorial University's Faculty of Medicine. A regional employment center with a growing business sector, the Town of Carbonear has an abundance of opportunities to attract and retain diversified businesses. The Town of Carbonear can be the location of choice for development and growth.

Priorities from our business community included clarifying the business development process, as well as the need for additional supports for new business owners to understand and complete the business permit process. Promotion of the Town of Carbonear as a vibrant place to do business and a focus on responsive and collaborative decision making to encourage development.



Vibrant Community

VC1	Goal: The Town of Carbonear is a business-friendly town that supports investment
	<u>Initiative</u>
VC1.1	Continue work on video production for promotion of Town
VC1.2	Release of videos will coincide with a re-launch of print/web materials
VC1.3	Redesign of website to incorporate branding, new promotional material and increase efficiency and content
VC1.4	As part of a comprehensive Town communication strategy, identify and implement a realistic and effective communication plan with the business community
VC2	Goal: Ensure attraction success and retention of diverse businesses in the Town of Carbonear
VC2.1	Review and evaluate current development policies, strategies and policies. Reduce barriers identified by businesses.
VC2.2	Continue implementation of the Downtown Revitalization Plan (Phase II & III)
VC2.3	Work with multi-sectoral stakeholders to create more options for experiential tourism (packages/fall/winter tourism) (Identify 4 packages for Winter 2023). Utilize culture and tourism as economic drivers.
VC2.4	Research and promote Carbonear as the place to do business in sectors not currently in operation, for example Agriculture and technology. Increase diversification of commercial tax base.
VC2.5	Collaborate with real estate sector to update a comprehensive inventory of available commercial listings and properties.
VC 3	Goal: The Town of Carbonear is recognized as a place to do business
VC3.1	Support and motivate the creation of a regional board of trade organization
VC3.2	In the interim, create an economic/business advisory council and hold regular quarterly sessions to explore ideas & initiatives aimed at growing not only the local, but also the regional economy
VC3.3	Investment attraction through working with existing businesses by profiling their success, utilizing their connections/networks (Contact with 8 new businesses)
VC3.4	Create a business spotlight/profile campaign to highlight sectors and successes
VC4	Goal: Build and support regional partnerships
VC4.1	Identify or pursue and participate in collaborative regional initiatives (at least 2 per year)

Connected Community

As needs change, it is essential that the Town continue to offer residents and visitors a diverse range of recreational and cultural opportunities.

Also, prioritizing the continuation of providing high-quality essential services and programs that ensure quality of life.

Quality of life is predictably a high priority for residents, with the focus on recreational programming and access to green spaces and trails. This expressed need was dramatically augmented during the pandemic and has continued to be a priority.

Utilizing town facilities and green spaces more effectively and with an increase in diverse and inclusive programming was a repeated demand from our stakeholders. As well, ensuring both our programming and recreational infrastructure meets the changing needs of our residents and expanding the cultural programming beyond the summer season. The completion of a Recreation Master Plan(RMP) will address and identify many recreational opportunities to needs raised in the community consultation. The RMP will support the development of facilities and programming to meet the needs of our community.

The Town of Carbonear will grow its cultural and recreational programming to offer residents a thriving, inclusive and active community.



Connected Community

CC1	Goal: A healthy, sustainable community that delivers affordable and accessible multi-generational programming, facilities, and initiatives for residents of all ages and life stages.
	<u>Initiative</u>
CC1.1	Completion of a comprehensive recreation master plan
CC1.2	Evaluate infrastructure to ensure it meets changing needs of users, current trends, & best practices (incl. appropriate fee structure) (Recreation Master Plan (RMP))
CC1.3	Develop and implement cultural programming beyond the summer season
CC1.4	Improve access to residents for recreational, cultural & wellness programming (Goal: 20% increase in attendance of programming)
CC1.5	Evaluate attendance of community programming utilizing a participant evaluation survey (review of feedback in applicable Standing Committee)
CC1.6	Utilize town facilities & green spaces more effectively and offerings in both day/evening time slots (with back-up planning for weather)
CC1.7	Promotion of Town green spaces, recreation facilities and programming through traditional and non-traditional methods
CC2	Goal: Reduce strain on resources by increasing community partnerships to support cultural and recreational programming
CC2.1	Host a round table with local and provincial organization representatives
CC2.2	Identify new partnerships, grow existing partnerships (establish 4 new partnerships each year)
CC2.3	Explore sponsorship opportunities, build community capacity (goal of 25% increase in programming)
CC2.4	Direct service delivery & collaborate with groups to ensure year-round programming & activities
CC 3	Goal: Community organizations are engaged and supported
CC3.1	Consistent engagement & check-ins with community groups (monthly check-ins)
CC3.2	Collaborate with community organizations to support diversity of programs & services
CC3.3	Explore growth of complementary community/Town partnerships (identify 4 new partnerships)
CC3.4	Renew partnerships with school communities and identify further collaboration opportunities

Corporate Excellence

Delivering excellence in core services and delivery of high quality services to the public. Town services are aligned with public expectation, responding to user needs and financially balanced.

The theme frequently mentioned in ~ 90% of the engagement process was communication. We heard time and again that the Town of Carbonear needs to prioritize communication in their daily operations. While the Town of Carbonear has moved forward with improvements to engaging with residents and community stakeholders, there remains much work to be completed. Eliminating barriers to ensure access for all in our community will remain a priority for the Town Council and staff.

A user-friendly approach to providing services and information is key to responding to the needs of the public as well as ensuring inclusivity and transparency in a timely manner. A clear communication plan as well as improving organizational efficiencies in combination with utilizing supporting technology is necessary.

Resident engagement is a key action area for the Town of Carbonear. While continuing to provide fiscally responsible governance, the Town Council and staff will work to improve communication and collaboration.



Corporate Excellence

Corporate Excellence	
CE1	Goal: Improved organization performance
CE1.1	Complete an organizational wide service delivery review to ensure the Town is efficiently & effectively delivering services. Invest in processes/tools/technology for efficient & effective service delivery.
CE1.2	Continue to incorporate feedback & identify improvements to ensure the system is responsive to the needs of the public & utilizes supporting technology (quarterly checks with SP)
CE1.3	Ensure capacity to achieve the strategic plan's goals & normal operations (do we have the staff, space, time and finances?)
CE1.4	Promote the clear path for new business owners, developers as they navigate the permitting process. Focus on user friendly process for all comprehension levels. Identify & clearly articulate timelines. Develop an educational strategy & communication process (appropriate materials and information to be accessible for all-user friendly)
CE1.5	Review and assessment of current auxiliary committees of the Town to include structure, mandate and communication.
CE2	Goal: Improve internal organization efficiencies
CE2.1	Promote a culture that practices clear communication, inclusiveness, transparency, professional development & accountability
CE2.2	Incorporating the organizational wide service delivery review to identify standard timelines and processes to ensure office efficiency
CE2.3	As part of a comprehensive communication plan for the Town, identify and set regular schedule of staff meetings, updates and end of project "wash-up" review.
CE2.4	Identify professional development plans for employees ensuring knowledgeable and motivated employees (Workplace Education Program)
CE2.5	Clear role and communication policy for staff members and council members. Set education sessions as part of the new council orientation (both staff and council attendance) and refresher sessions annually.
CE2.6	Monthly email info notices with updates on projects as part of regular operations
CE2.7	Succession Planning (retiring employees & office space) Employee succession Preparedness Project
CE2.8	Employee & Council training to advance policy knowledge, governance versus operational, conflict resolution, diversity, respectful interactions, and inclusion.
CE 3	Goal: Facilitate review of current core policies, plans and facilities Town utilizes
CE3.1	Review and evaluation of core documents and policies with priority placed on those that need to be update this year ie. Municipal Plan
CE3.2	Identify and share schedule of required updates of core documents and plans, including setting reminders of update deadlines to ensure appropriate time and preparation is completed.
CE3.3	Assessment of staff resources to include staffing needs, space and technology
CC3.4	Explore growth of complementary community/Town partnerships (identify 4 new partnerships)

Resilient Community

Delivering excellence in core services and delivery of high quality services to the public. Town services are aligned with public expectation, responding to user needs and financially balanced.

Proactively preparing infrastructure adequately for the future was feedback repeatedly received from residents and the business community. Asset management plan, reduction in landfill waste, and use of technology such as asset management planning software in daily operations were each priorities identified from public and staff consultation.

The Town of Carbonear will continue to focus on efficiency and waste management planning while focusing on minimizing impact of climate change on Town infrastructure and operations.



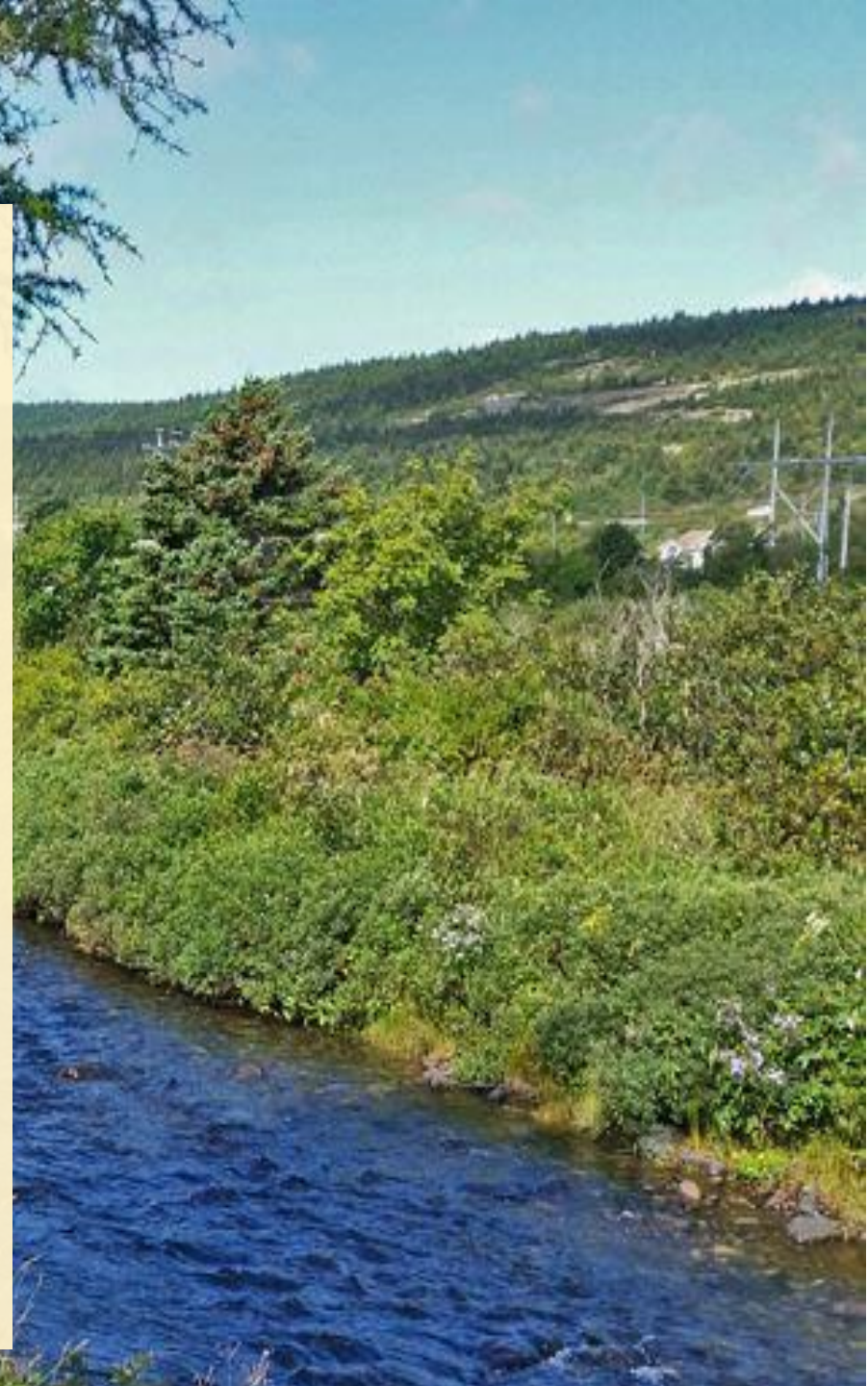
Resilient Community	
RC1	Goal: Integrating asset information with available technology
RC1.1	Identify remaining items that need to be logged
RC1.2	Integrate data into a user-friendly system that can produce reports & listings for sharing across departments (ex. Fire hydrants by Public Works and Fire Department)
RC1.3	Incorporate collected data into decision making process
RC2	Goal: Wastewater Treatment System prep
RC2.1	Research, data collection and mapping
RC2.2	Sources of wastewater, residential, commercial, institutional and industrial. Annual wastewater volume produced currently with expected growth
RC3	Goal: Waste reduction and diversion
RC3.1	Increase engagement of residents with curbside recycling Increase engagement of businesses with recycling Increase waste reduction and recycling at Town facilities and during Town sponsored events
RC3.2	Waste Reduction and Management Plan
RC3.2	Research and identify successful organic waste diversion initiatives
RC 3.3	Research automatic garbage collection
RC4	Goal: Municipal Facilities Management
RC4.1	Office space audit (bursting at seams)
RC 4.2	Re-purposing other town facilities to address growing needs
RC 4.3	Assess accessibility of our facilities
RC5	Goal: Climate change/Energy Efficiency
RC5.1	Storm water system/sea wall/Drainage system/Flood mitigation
RC5.2	Fleet review/ Electric vehicles

Measurement & Progress Reporting

The Town of Carbonear is committed to the successful implementation of the goals, priorities and objectives identified in this Strategic Plan.

The Town of Carbonear will undertake the following to measure the progress of the plan and achieve transparency and communication with stakeholders.

- Agenda item on regular Standing Committee Meetings: As each goal has been placed under a Standing Committee, the strategic plan, its objectives and initiatives will be regularly discussed on the agenda at each Committee Meeting.
- Quarterly updates to stakeholders as part of regular slate of Council Meetings: The Town will provide regular quarterly updates on the progress of the plan with highlights of completed objectives.
- Annual Strategic Plan Review (public): A Council Meeting will be held once a year to provide a formal update from Department Heads on the progress of the priorities and completion of objectives/initiatives. As well, any changes or amendments to the plan will be reviewed.
- Municipal Website Updated: Each of these items will be promoted and copies provided on the website for stakeholders to access anytime.





TOWN OF
Carbonear