

**Regional Priorities from the Integrated Community Sustainability Plans
Corner Brook – Rocky Harbour Region:
Summary of Findings**

**Prepared for Rural Secretariat: Corner Brook-Rocky Harbour Region
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INTRODUCTION

Municipalities across Newfoundland and Labrador were required to submit an Integrated Community Sustainability Plan (ICSP) to the government by March 2010 as a requirement of the Gas Tax Agreement. This is an agreement between local and provincial governments that provides funding for municipal projects (with a particular focus on infrastructure projects that benefit the environment). The ability for municipalities to access future rounds of Gas Tax Funding was contingent on the completion of an ICSP. The ICSPs required municipalities to examine their communities in terms of five pillars of sustainability – Environmental, Economic, Social, Cultural and Governance. The information contained in this report is a summary of research findings from a project that compiled and compared data from ICSPs created in the Rural Secretariat region of Corner Brook-Rocky Harbour. It looks at commonly identified assets, issues, goals, and projects, to find commonalities within the region and smaller regional clusters.

In total there were twenty ICSPs created in the Corner Brook-Rocky Harbour region. Of these, fifteen were stand-alone plans with a focus on an individual municipality, two were joint municipal plans/ICSPs, and three were joint plans with neighbouring municipalities. Seven plans were prepared by the municipalities themselves and thirteen by consultants. The list of communities, their plans, and the writers of the plans can be found in Appendix A.

The information contained in this report provides a preliminary snapshot and overview of some specific elements which communities perceived to be important to share with government at this point in time. It illustrates some broad, regional trends while also providing examples of the particular projects municipalities are planning. However, it is useful to note that the information contained in this report is the result of a short-term research project and an inconsistent/non-uniform set of data. Because of this, numbers and percentages should not be taken as “hard” facts but rather as indicators of general trends. Achieving a broad perspective such as this allows researchers and other interested parties to focus future research and attention on the priorities that have been identified here.

METHODS

Each community's ICSP varied dramatically in length, quality and format and in addition to these considerations, there was no pre-existing system of cataloguing ICSP data that would allow researchers to look at the complex relationships within each plan and between a number of plans. Therefore, the first necessary task was to find an effective way to organize the data contained in these plans. Such a method needed to be easily searchable and able to show complex relationships between sets of information. Ideally a formal database that could be updated year-to-year would be constructed to do this but given the complexity of the data, the time constraints of the research project, and the desire to act quickly given the timely nature of the ICSP highlighted projects, an intermediary solution was determined. This solution involved using a pre-existing blog/wiki structure within which data could be easily categorized according to geographic location and also coded (tagged) with searchable terms. This eliminated the need to write a unique computer program to do this work, as would be necessary with such a multi-layered database. The searchable terms were determined to clearly identify the goals, projects, issues, assets, and potential partners in each ICSP

In this unique data management tool, most pieces of data were given their own entry and coded according to the communities and sub-region they came from. They were also given a tag that described the asset, issue, goal, project, partners and, often, which pillar of sustainability it was related to. Similar entries were often combined for more succinct searching. Statements that were too vague to be coded were not included, for example, goal statements like “make the town a better place to live.”

Additionally, because the ICSPs were created for a specific reason (to access Gas Tax Funding), and with specific requirements from the government, in some plans there tends to be a bias surrounding the types of projects that are featured. As a result of this, and due to the variation in the level of detail in the plans themselves, some communities had as low as twenty-three unique entries (a combination of assets, issues, goals, and projects) and others as many as ninety. With this being noted, the numbers that are documented in this report are not exact and instead are included to provide an overview of the situation and frame the highlighted projects in a more meaningful way.

The researcher and author of this report has deliberately made very few of their own inferences and only included assets, issues, goals, and projects that were prominent and specifically addressed in the ICSPs. Whenever possible, the information was entered to the data management tool/wiki verbatim as it appeared in the plans. However, choices as to the category names and which projects and goals fit into each were made at the discretion of the researcher.

ASSETS

Each ICSP began with an introduction to the community that located it both geographically, demographically, and socially. Within these community descriptions points of pride were often highlighted and, while what is included in this report is by no means an exhaustive list, examples of assets were included for each community and a list of the chosen asset categories appears in Appendix B. Surprisingly, while most community goals and projects were focused on infrastructure and economically driven issues, many communities took an opportunity to focus on assets that were centred around the social and cultural pillars of sustainability. The most common asset listed was *Heritage Structures*. Examples of these include the Nurse Bennett Heritage House and Barn Replica in Daniel's Harbour and the award winning architectural reconstructions in Woody Point and Trout River. However, most often, communities mention their historical assets in broader terms by recognising the older residential and commercial areas of towns, such as Corner Brook's Townsite and Broadway areas.

Almost every community in Newfoundland and Labrador could easily list their *green spaces and viewscapes* as assets. Therefore it is not surprising that most ICSPs addressed this in some way, and eight communities formally recognised their view as an asset. These communities include Woody Point and Trout River who comment on their ocean views and Corner Brook's comment about having pride in a "dramatic topography." Often these assets are framed as useful for attracting tourists and improving the quality of life for residents.

Quality of life for residents also increases when there is a high degree of *Community Pride*. Communities including Cormack, Glenburnie-Birchy Head-Shoal Brook, Cow Head, York Harbour, Pasadena, Trout River, and Jackson's Arm all noted having a strong sense of community pride. This pride has benefited these communities by encouraging active involvement by citizens leading to a higher quality of life. This particular asset was often identified as a key opportunity for communities trying to market themselves to attract more young families.

Some other significant, though less documented community-identified assets include having *Local Craftspeople and Those with Traditional Skills* (Glenburnie-Birchy Head-Shoal Brook, Woody Point, Trout River, Cow Head, and Jackson's Arm), having a *High Employment Rate* (Massey Drive and Steady Brook) and infrastructure assets such as a *Library* (Cow Head and Steady Brook) and a *Museum* (Cow Head, Trout River, Steady Brook). While few communities focused on highlighting specific assets in their ICSPs, looking at some of the most commonly mentioned ones does indicate an example of assets that the area may be interested in capitalising on. It also provides a framework through which to view the inspiration for certain goals and projects. These assets also indicate what positive points are valued by communities which may in turn act as inspiration for projects and goals of neighbouring communities or regional counterparts.

ISSUES

Within the ICSPs, municipalities also highlighted challenges or issues which were required to be addressed within their community. These issues were categorised by the author to create a list of common issues within the region, a complete list of which can be viewed in Appendix B. As with the assets descriptions, those issues that were too vague, were omitted from the data. For example, listing “museum” under issues did not indicate if the community needs to build a museum, make improvements to an existing museum, or do research/heritage work in their area and therefore was not included.

On review of the data eight key issues arose that recurred throughout the plans. They include:

- *Engaging Community and Lack of Community Involvement* This includes an unfilled need for volunteers, a lack of community members attending festivals and town hall meetings, and a lack of interest in council/municipal affairs
- *Developing Plans and Planning* Many communities would like to create a municipal plan as well as smaller, more focused plans which would provide guidelines for environmental, economic, and social/cultural development. Author note – Municipal planning was a key piece of work which could be funding through the Gas Tax, therefore, this may explain its significance in many of the ICSPs.
- *Landscaping and Community Beautification* There is a need to remove eyesores, to plant flowers, to organise formal clean-up days, and to improve the appearance of derelict buildings
- *Recreation Infrastructure and Programs* This is a lack of appropriate playgrounds, community halls, activities for youth and seniors, and other such structures and programming for active living
- *Tourism Development* Municipalities commented on the lack of projects to attract tourists to the area, as well as the need to create tourism as a year-round industry.
- *Water System* This related to issues of water conservation, infrastructure upgrades, and water system safety.
- *Decreasing / Aging Population* This was identified as a challenge for municipalities and is attributed to out-migration and smaller family sizes.
- *Communication* This relates to a lack of effective communication between councils, their citizens and community groups.

Often these issues formed the basis for the goals that communities identified (see proceeding section); however, sometimes they were left as isolated comments (perhaps indicating difficulty with translating these into actions). These issues may be just as important as those which municipalities were able to develop into goals and actions, and may be an indicator of areas (particularly social and cultural) which communities will need help with in the future.

GOALS

In cataloguing the ICSPs for this region the author noted sixty-two different community identified goals. They fell under the sustainability categories of Cultural, Economic, Environmental, Social and Governance goals. A complete list of the types of goals identified can be found in Appendix B; but, the most frequently mentioned goals are elaborated on below. Interestingly governance and social goals were not as prominently featured as the economic, cultural and environmental goals but this may have had more to do with understanding the distinction between categories than the actual priorities of communities.

Cultural Goals

The most commonly identified goals in this category were centred around *Historic Preservation and Promotion*. Fifteen communities identified approximately twenty-one different goals within this category. These goals involved a range of focus areas including discovering, documenting, and archiving community histories, and preserving heritage structures, traditional skills, and the stories of seniors. They also included broader goals – for example, in St. Paul's the ICSP noted that it was important to move towards celebrating their heritage. It is not surprising, but interesting to note that these goals are also often pragmatic and related to finding a way to use a rich cultural history to enhance the local tourism industry.

Economic Goals

While, preserving and promoting heritage may be perceived as an economic goal, other more explicit economic goals were also highlighted in the ICSPs. The most commonly mentioned economic goal was to *Encourage Business Development*. Approximately twenty-seven goals were identified by nineteen communities in this category. The type of development alluded to included supporting local business, encouraging new businesses to start up, preserving and creating laws and guidelines that facilitate new business start ups and the development of land for a variety of production and retailing purposes. Cow Head and the St. Paul's/ Parsons Pond/Daniel's Harbour area also mentioned that it was important for this economic development to be community led; where the community would start projects in response to its own needs.

Second to business development, *Encouraging Tourism* was also a frequently mentioned economic goal. Sixteen communities identified approximately twenty-one goals related to tourism. Many communities are relying more and more on tourism as an economic driver and unsurprisingly some of the goals are centred around developing and promoting municipalities and sub-regions as year-round tourist destinations.

Environmental Goals

Environmental goals were a significant feature of most ICSPs and more goals fell under the Environmental pillar than under any of the other four pillars. As a result of the diverse nature of the region many of the goals were focused on the unique geography or cultural needs of the location. For example Cow Head was concerned with mitigating coastal erosion, Corner Brook was concerned with greening their *industrial* development while communities in the Park seemed more concerned with *public* education on environmental issues.

One common environmental goal throughout the plans was to *Protect Natural Environments*. The environments to protect include oceans, trees, lakes, air quality, and wildlife habitats depending on the particular concern and geography of the area. At least sixteen communities thought that this was an important goal both for ecological sustainability as well as economic sustainability (related to protecting these natural areas for tourism related endeavours).

Governance Goals

In terms of governance goals, having an *Open and Accessible Government* and increasing *Citizen Input* in municipal matters appear to be common ideals. With changing economic circumstances, budgetary concerns also guide some of the key goals for these communities. Creating and following a balanced budget or otherwise *Working within their Financial Resources* was a key goal expressed by thirteen communities.

Social Goals

Health of residents is also on the radar of many communities as they noted that ideally their community wishes to support *Active Living* and have a *High Quality of Life*. Related to active living many communities are striving to *Develop Recreation Infrastructure and Programming*. With regard to enhancing quality of life, several communities see it as a goal to both *Encourage Community Engagement* (in terms of getting community members interested in municipal happenings and participating in local events) and *Develop Community Pride* as exemplified in Cow Head and Jackson's Arm who wished to "Build community spirit and involvement."

For the most part, these goals address the issues put forth by the municipalities, but their development into projects is where the real action and change can take place.

PROJECTS

The most detailed aspects of the ICSPs were the projects, and they were usually, although not always, listed in relation to specific goals. These projects highlighted the action steps that municipalities are taking or would like to take in order to achieve the goals that they have set for themselves. Each community outlined multiple projects with varying degrees of detail. Some were vague such as "improve town hall" while others provided details including the cost, potential partners, start dates, phases, and end dates. This made it difficult to develop a coding scheme that was general enough to see patterns but specific enough to identify a particular type of project. As a result this report highlights the trends and clusters of projects, rather than focussing on specific project details. Some of the key projects are listed below and a complete list of projects in each category can be found in Appendix C.

Buildings and Equipment

The most common type of project documented relates to the building of new structures, purchasing of new equipment or making improvements to existing municipal buildings and equipment. Most of these projects required money and support from the provincial government and many were already in a detailed stage of planning or currently in progress. There were approximately thirty-seven projects highlighted related to *Buildings and Equipment* and these projects were distributed throughout the region. Examples include building new town halls, improvements to town halls, new wharves and upgrades to community centres.

Sidewalks and Roadways

Creating and Repairing Sidewalks and Roadways was another common infrastructure project. There were approximately twenty-one projects identified in this category. Projects were distributed throughout the region and involved road paving, road recapping, and the creation of sidewalks.

Water and Sewer

Improvements to water and sewer systems were also common projects. There were approximately thirty-three projects related to water and fifteen related to sewer in this region. The sewer projects seemed more uniform and involved either providing sewer services to areas currently without any or upgrading/creating a treatment facility. Water-related projects were more diverse and included pumping systems, filtration systems, and conservation measures. There were no clear sub-regional clusters of identical projects, as projects related to both water and sewer were spread throughout the entire region.

Waste Management and Reduction

While many of the above mentioned infrastructure projects are now in the delivery phase, some of the environmental projects are in more exploratory phases such as assessment, research, and planning. Some of the most common environmental projects have to do with *Waste Management and Reduction*. Approximately fifteen projects were identified in this category.

Within the National Park sub-region Glenburnie-Birchy Head-Shoal Brook, Woody Point and Trout River all want to engage in “waste management/waste reduction and composting programs.” Other projects include becoming “Part of Provincial Program of Waste Removal” in Humber Arm South and “Include waste diversion and waste reduction initiatives in waste management planning.” in St. Paul's, Parsons Pond, and Daniel's Harbour. Municipalities are also looking for opportunities to reduce material waste and recycle potential waste in Pasadena and The North Shore Bay of Islands.

Landscaping and Community Beautification

Another project that many communities framed as environmental in nature was engaging in *Landscaping and Community Beautification*. These fourteen projects were similar throughout the region. The majority of projects centred around developing community clean-up campaigns or holding community clean-up events. Two unique projects surfaced as well: “Upkeep of old and new cemeteries.” in Cow Head and the more policy-oriented “Develop landscaping guidelines” and “Introduce a private tree preservation bylaw” in Corner Brook.

Public Environmental Education

The final significant environmental project calls for *Public Education* initiatives around environmental issues. Clusters of these projects occurred in the Humber Valley area with Corner Brook, Hampden, and Pasadena planning similar projects and in the Park Area with St. Paul's, Cow Head, and Rocky Harbour planning similar projects that involved both creating campaigns geared towards children in school with others focused more on educating the entire population. There were at least twelve projects in this category. Some communities, including Rocky Harbour, Hampden, The North Shore Bay of Islands, and Mount Moriah saw both initiatives as worthwhile and intended to complete projects such as “Create public awareness campaign” and “Participate in school programs.”

Develop Recreation Programs/Facilities

While developing or upgrading recreation facilities is considered an infrastructural project, there was also a separate category for projects related to *Developing Recreation Programs/Facilities*. There was some overlap with the Buildings and Equipment category when the projects required buildings or structures to be created or fixed. These cross-category projects include upgrading the playground in Hampden and repairing the hockey rink in Trout River. Throughout the region projects in this category more generally included, not only the brick and mortar facilities aspects, but also programming. Communities particularly focused on programming for seniors and youth but often were lacking recreation staff to help mobilise this. For example, see projects under this category listed by Humber Arm South, Corner Brook, Pasadena and St. Paul's, Parson's Pond, Daniel's Harbour. Cow Head addressed recreation from a more comprehensive perspective and is taking a three step approach beginning with assessing the recreation needs, developing and implementing a plan and improving the current infrastructure and programming.

Approximately twenty-one projects were identified within the overall category.

Walking Trails

Another set of projects related to both recreation and tourism is the plan by communities to upgrade or create *Walking Trails*. There were approximately twenty-one such projects spread throughout the region however, some clusters existed with Corner Brook, Deer Lake, Hampden, Pasadena, Massey Drive and Steady Brook developing walking trails in the Humber Valley sub-region, and Norris Point, Woody Point, Rocky Harbour, and Trout River doing the same in the National Park sub-region. Also, in the greater Bay of Islands area, Humber Arm South, Mount Moriah, Cox's Cove, and the North Shore Bay of Islands all identified walking trail related projects.

Most projects were broad in scope and involved such initiatives as “Improving and Expanding Walking Trails” in Rocky Harbour, Hampden, Mount Moriah and the North Shore Bay of Islands and developing walking trails in Humber Arm South, Pasadena, and Jackson's Arm. Other projects were more specific including “Improvements to Tippings Pond Walking Trails” in Massey Drive and “Extension of Canada Trail” in Pasadena. Unlike any of the other municipalities Steady Brook took a more comprehensive approach to developing trails with a project that would “Design and construct improved network of local walking trails linking neighbourhoods, open spaces, conservation areas, recreation facilities, businesses” and “Conduct property research to identify town easements to facilitate future park and trail development.”

Encourage Volunteerism

While most communities in the region noted that volunteers were crucial to their futures, a theme emerged when several communities in the National Park sub-region noted that they were experiencing volunteer burnout from the demands of summer festivals and also having difficulty attracting volunteers. Projects proposed to address this concern centred around recognising and appreciating volunteer efforts such as “Recognize and reward volunteers through a Volunteer Reward Program” in Woody Point and “Volunteer involvement, recruitment and training plan” and “Volunteer appreciation” in Cow Head. There were a cluster of these projects to *Encourage Volunteerism* in the National Park sub-region (Woody Point, Cow Head, Glenburnie-Birchy Head-Shoal Brook, Rocky Harbour and Trout River) and another cluster in the Humber Valley area (including Corner Brook, Cormack, Hampden, and Pasadena). Projects were also identified in Humber Arm South, Mount Moriah, the North Shore Bay of Islands, and Jackson's Arm. This indicates that the need to engage and retain volunteers is a regional issue that is compounded in the Gros Morne Area by a high demand on their time during summer festivals, and difficulty soliciting people who commute to work in larger centres like Corner Brook to get involved in the community they live in.

Housing

Approximately thirteen projects were centred around *Housing*, often focusing on ensuring appropriate housing for an area such as sub-division planning in Humber Arm South and Norris Point and the development of seniors' housing in Mount Moriah. Cow Head identified specific actions needed including contacting the owners of vacant houses, investigating tax breaks, creating new subdivisions. Yet, most projects were more general in nature and were centred around encouraging the development of a “good housing mix”. Housing projects were spread throughout the region and, while many of them were quite similar, they were too vague and geographically dispersed to indicate any sub-regional clusters.

Signage

With increasing tourism as a key economic goal for most communities in the region, a popular tourism-related project was the development of *Signage*. Fifteen projects related to signage were spread throughout the region. These projects usually involved creating “interpretation” boards in key tourism areas such as near walking trails or close to natural and cultural hotspots in the area. Signage projects also involved projects that would create signs to direct people to the location of particular sites such as the development of a “signage and wayfinding strategy” in Corner Brook.

Tourism Promotion and Infrastructure

While signage projects are certainly related to developing the tourism industry, several projects more directly related to tourism also featured prominently in ICSPs across the region. One cluster of projects existed in Woody Point, Trout River and Glenburnie-Birchy Head-Shoal Brook where each community wants to conduct a Tourism Gap Analysis and create a Tourism Management Plan. Throughout the whole region there were approximately eight projects related to *Tourism Promotion* which involved marketing the area or increasing awareness about local events and ten related to *Tourism Infrastructure* such as building viewpoints, information centres and accommodations.

Mount Moriah, Hampden, and the North Shore Bay of Islands are going to “build viewparks and lookouts” and Glenburnie-Birchy Head-Shoal Brook would like “to establish a Community Information Centre or Visitor’s Kiosk” - these are common examples of the infrastructure projects. Other communities such as Deer Lake aim to focus on tourism promotions, for example, to “Develop a Comprehensive Marketing Plan”.

Historic Preservation and Promotion

While goals related to *Historic Preservation and Promotion* were prominent, this did not necessarily translate into projects, as there were only approximately eighteen projects identified within this category. These projects, distributed throughout the region, were often already underway or clearly planned to start in the near future. They were often specific to the area such as “The completion of the Parsons Pond Fishery Heritage Project” in Parsons Pond and “Continued development of the Ford Heritage Property and its programming” in Jackson’s Arm. Other projects were more general in nature such as a “Seniors’ storytelling/oral history project” in Cow Head and “Seniors Heritage Project.” in Steady Brook. Most of the project details involved researching the town’s history and documenting it in writing or in a museum setting.

Governance Projects

Each ICSP also included a variety of Governance related projects. These projects, unsurprisingly, were often very specific according to the needs and organization of the various municipal councils, but there were some regional commonalities.

Council Outreach

There were at least twenty projects related to *Council Outreach*. Seven communities want to publish a town newsletter, others to develop a website, and others to hold Town Hall Meetings. These projects are directly related to the governance-related goals that communities identified and while they encompassed a broad range of activities, they are similar in taking action to create more direct lines of communication between council and community residents.

Creating an Effective Council

Eleven projects were related to *Creating an Effective Council* and involved such initiatives as instituting rules of order for council meetings and having protocols for dealing with specific issues. For example Glenburnie-Birchy Head-Shoal Brook, Lark Harbour and Trout River intend to “Develop and adopt official Town Council procedures.” And Rocky Harbour, Hampden, and the North Shore Bay of Islands want to review their committee structures.

Municipal Planning

Finally, at least seventeen projects were related to *Municipal Planning*. This included communities who intend to develop a municipal plan as well as communities who need more small-scale plans for such areas as land use planning and storm-water management. In addition to these featured projects the need for planning and the intention to plan arose in an overwhelming number of ICSPs. It is difficult to determine whether this is due to the recommendations to identify municipal planning projects as part of the ICSP and the associated potential Gas Tax Funding or if it is a genuine issue for the region. A reading of the proposed planning initiatives suggests that while local governments may have been encouraged to address this topic in their ICSPs; after reviewing their town’s planning needs, it became obvious that additional planning support is required.

PROJECT CLUSTERS

Some sub-regional or geographic clusters of similar projects are highlighted above. These include, developing walking trails in the Humber Valley sub-Region, the National Park sub-Region, and the combined northern/southern Bay of Islands area; and Encouraging Volunteerism in the National Park sub-region and the Humber Valley sub-region. Another cluster of projects existed in Woody Point, Trout River and Glenburnie-Birchy Head-Shoal Brook where each community wants to conduct a Tourism Gap Analysis and create a Tourism Management Plan. It is worth noting that these three communities used the same consultant to prepare their ICSPs, therefore this may explain some of the similarities in their priority projects. For example, these communities also identified creating accessible buildings, a community composting program and food security project as important actions. Sub-regional clusters were also commonly identified in the collaborative plans which were prepared for the Deer Lake, Howley, Reidville and Cormack communities and also the North Shore Bay of Islands communities.

Additional projects that were not necessarily priorities for the entire region but did have pockets of interest within smaller sub-regional boundaries included:

Community Garden

Within the National Park sub-region, Norris Point and Glenburnie-Birchy Head-Shoal Brook both identified having a community garden as a project.

Recycling Depot

Within the National Park sub-region, both Woody Point and Trout River intend to create a recycling depot.

Fishery

Fishery related projects were varied though clustered throughout the Gros Morne Park Area in Glenburnie-Birchy Head-Shoal Brook, Woody Point, Trout River, Cow Head, and St. Paul's/Parsons Pond/Daniel's Harbour. These projects include "Secondary or Value Added Fish Processing" and "Promote a Hobby Fishery and construct a docking facility" in Woody Point, Trout River, and Glenburnie-Birchy Head-Shoal Brook, "Investigate community projects (to deliver economic benefits) related to the fishing industry" in Cow Head and "Develop linkages between community assets in tourism, the fishery, and regional cooperation" in St. Paul's/Parsons Pond/Daniel's Harbour.

Flood Risk Mapping

In the Humber Valley sub-region, Corner Brook, Steady Brook, and Cox's Cove all identified a flood risk mapping as a project

POTENTIAL PARTNERS

As part of the process of listing the project details, some communities also chose to identify potential partners that could help with the funding or information support of particular projects. Often, provincial government departments or other province wide organisations were identified.

- *The Department of Municipal Affairs*, as the administrators of the gas tax funding and the Municipal Capital Works Fund, was the most commonly identified government department with twenty-eight projects citing a need for their support and partnership. They were often identified in projects related to building and infrastructure that had already received government approval and support.

- *The Department of Environment and Conservation* was identified in fourteen projects. These projects were normally associated with conservation and environmental protection measures such as help with recycling programs, a “Bay water quality improvement project” in Jackson's Arm and “Protect water resources and environmentally sensitive areas” in Pasadena and “Updating Flood Risk Mapping” in Steady Brook. While it was not always clear whether the department was identified as a partner for financial or information support, there seemed to be a balance of requests for these two types of assistance.
- *The Department of Tourism, Culture, and Recreation* was identified as a potential partner in twelve projects. Unsurprisingly these projects were primarily centred around developing tourism promotion (such as the Tourism Gap Analysis in the National Park area) and infrastructure (for example Woody Point's “signage strategy”). However they were also identified as a partner in developing recreation programs for example “develop recreational amenities” in Reidville. In addition, more specific projects where they were highlighted as potential partners included “Encourage Agricultural Tourism (Agri-Tourism)” in Cormack and “Promote a Hobby Fishery and construct a docking facility” in Woody Point and Trout River.
- *The Department of Transportation and Works* was identified as a potential partner to “Preserve the surrounding landscape and trailways” in Woody Point and “Transportation linkages of waterways and trailways” in Trout River.
- *The Department of Industry, Trade and Rural Development* was involved in the most diverse range of projects. It is hard to determine any commonalities amongst the projects as they included such projects as “Develop Heritage Committee” in Reidville and Cormack, “Increase business diversity in the Community” in Cormack, and a number of projects in Cow Head including “Traditional skills workshops,” “Craft fairs and craft demonstrations,” “Invite oil industry representatives to a meeting with Council, local businesses, and residents,” “hold an economic opportunity identification workshop” and “Promote opportunities to residents and business owners.”
- The *Rural Secretariat* was identified as a potential partner by two communities. Glenburnie-Birchy Head-Shoal Brook saw a need for their assistance with the projects “Update the Municipal Plan for the Town of Glenburnie-Birchy Head-Shoal Brook” and “To develop a Land Management Plan.” And Pasadena saw a need for their assistance with “Encourage and support the voluntary sector” and “Promote and support youth voluntary initiatives.”
- *The Federal Department of Fisheries and Oceans* was identified in seven projects primarily related to developing aquaculture or supporting secondary or value added fish processing. Since most of the fisheries projects were centred in the National Park sub-region, so were the projects that identified DFO as a partner. One interesting project they were identified in was “Capture and Remove Rainbow Trout from Trout River to limit the potential threat of rainbow trout to native salmon” in Trout River.

Other potential partners at the provincial and federal level include the *Regional Economic Development Boards, Parks Canada, Recreation Newfoundland and Labrador, Newfoundland Craft Council, Heritage Foundation, and Conservation Corps.*

Executive Council Focus Points

In terms of the Corner Brook-Rocky Harbour Executive Council priorities of Health, Transportation and Communications Infrastructure and Education, the ICSPs were not focused in these areas. Projects addressing *education* seemed to centre around public education on environmental issues. The only community that commented on the desire for high-speed internet access and cell phone reception was Jackson's Arm, and this is particularly important since one of their other projects involves selling crafts online. *Health* was commented on only in the broadest sense of quality of life and active living goals. Deer Lake did note that there was “no quick access to Doctors and Pharmacy” and Jackson's Arm noted there were “few specialized services like x-rays” meaning they had to travel to Deer Lake and Corner Brook for these tests. Additionally, Norris Point wanted to “build on healthcare support services”. Other than projects related to road upgrading and creation, only two *transportation* projects were identified. These were by Deer Lake which will “Increase and Develop Transportation Services and Capacity” and Corner Brook which wants to undertake and implement the recommendations of a Traffic Impact Analysis

CONCLUSION

Upon review of the ICSPs for the Corner Brook-Rocky Harbour Region, it is clear that communities value their social and cultural assets – however the limited range of assets identified highlights the lack of asset based planned approaches used during the ICSP development. Communities identified many more issues and challenges than assets and, of these, engaging and involving community and having access to suitable planning were identified as challenges in almost every community.

For many municipalities, their key goals involve preserving and promoting their unique history; encouraging business development and tourism; protecting natural resources; having an open, accessible, and financially responsible municipal government; and maintaining or developing a high quality of life for residents. These goals are in line with the five pillars of sustainability meant to be addressed through the ICSP process and are often the precursors to the action-oriented projects also identified in the ICSP.

Key projects are driven by a need for infrastructure and planning but are also quite varied - indicating diverse needs across the region. As identified above, some projects are quite specific to a particular location while others highlight a regional concern, such as access to safe and effective water and sewer systems. Many projects, be they environmental, social, or cultural often relate to developing the community in a way that will make it attractive and provide services to potential tourists or new residents. This includes updating municipal buildings and recreation services, landscaping the area, and creating signs and maps. Regarding community governance, it is important to note that most governance projects focused on finding ways to open the lines of communication between residents and their councils, in order to keep people invested in community life in their particular municipality. This is also evident through the numerous projects that attempt to increase and encourage volunteering. There were significant numbers of issues, goals, and projects that point towards planning as a challenge, and it is clear that one of the most important findings to come out of this research is that communities in this region will require assistance and support with creating plans for the future—both large municipal plans as well as smaller community guidelines and budgets.

In general, most of the projects identified in the ICSPs were spread throughout the region, although some geographic project clusters seemed to develop, particularly in the National Park and Humber Valley region.

Not all communities identified partners for their projects but it is clear that those who did saw the Department of Municipal Affairs and the Municipal Capital Works Fund as key to developing their projects.

This research has provided an overview of regional commonalities within the ICSPs and has highlighted potential opportunities for community collaboration where there are clusters of projects. To strengthen and further develop the data and to identify additional collaboration opportunities, options include: carrying out a more detailed mapping of community assets and challenges and revisiting the ICSPs with individual communities to determine whether the plans accurately reflected their vision and actions for the future.

Appendix A List of Plan Type and Author

Hampden	Stand Alone	Atlantic Engineering Consultants Ltd.
Norris Point	Municipal Plan/ICSP	CBCL Ltd.
North Shore Bay of Islands (Hughes Brook, Irishtown, Meadows, Gillams, McIvers)	Collaborative Plan	Atlantic Engineering Consultants Ltd.
Lark Harbour	Stand Alone	Community Written
Pasadena	Stand Alone	Community Written
Cox's Cove	Stand Alone	Community Written
York Harbour	Stand Alone	Community Written
Humber Arm South	Stand Alone	Community Written
Deer Lake, Cormack, Reidville, Howley	Collaborative Plan	Community Written
Cow Head	Stand Alone	Keystone Sustainable Community Solutions
Corner Brook	Municipal Plan/ICSP	Stantec
Jackson's Arm	Stand Alone	Keystone Sustainable Community Solutions
Rocky Harbour	Stand Alone	Atlantic Engineering Consultants Ltd.
Trout River	Stand Alone	BAE Newplan Group/Tract Consulting
Woody Point	Stand Alone	BAE Newplan Group/Tract Consulting
Glenburnie-Birchy Head-Shoal Brook	Stand Alone	BAE Newplan Group/Tract Consulting
Steady Brook	Stand Alone	CBCL Ltd.
Mount Moriah	Stand Alone	Atlantic Engineering Consultants Ltd.
Massey Drive	Stand Alone	Anderson Engineering Consultants Ltd.

Appendix B List of Asset, Issue and Goal Categories

Assets

Asset: Cultural
Asset: Cultural – Arts Community
Asset: Cultural – Heritage Committee
Asset: Cultural – Heritage Structures
Asset: Cultural – Library
Asset: Cultural – Local craftspeople and traditional skills
Asset: Cultural – Museum
Asset: Economic
Asset: Economic – High Employment
Asset: Environmental
Asset: Environmentally Conscious Municipal Plan
Asset: Financially Sound
Asset: Food Resources
Asset: Governance
Asset: Green Spaces
Asset: Health
Asset: Health – Emergency Services
Asset: Port
Asset: Services and facilities
Asset: Sewer
Asset: Social
Asset: Social – Community Centre
Asset: Social – Community Pride
Asset: Social – Recreation Facilities
Asset: Social – Strong Social Network
Asset: Strong Partnerships
Asset: Tourist Industry
Asset: Transportation
Asset: Water
Asset: Social – Active Lifestyle

Issues

Issue: Infrastructure
Issue: Aging Population
Issue: Appropriate Labour Force
Issue: Communication
Issue: Training and Education
Issue: Community Engagement
Issue: Cultural
Issue: Cultural – Lack of Community Pride
Issue: Dependence on single industries
Issue: Economic
Issue: Economic – No Strong Economic Base
Issue: Environmental – Climate Change
Issue: Environment – Waste Management
Issue: Environmental
Issue: Environmental – Accessible Programs
Issue: Flood Risk
Issue: Food Price and Quality

Issue: Governance
Issue: Governance – communication
Issue: Governance – difficult to form council
Issue: Governance – High Taxes
Issue: Governance – Need administrative improvements
Issue: Governance – Need Planning
Issue: Health
Issue: Health – Few specialized services
Issue: Housing
Issue: Infrastructure
Issue: Lack of police
Issue: Lack of services
Issue: Land Use
Issue: Landscaping/Community Beautification
Issue: Limited Available Land
Issue: Need for Cultural Events
Issue: Need for Cultural Facilities
Issue: Need for recreation Infrastructure
Issue: Need to develop history
Issue: Outmigration/Decreasing Population
Issue: Sewer System
Issue: Sidewalks and Roadways
Issue: Social
Issue: Tourism Development
Issue: Training and Education
Issue: Transportation
Issue: Water System
Issue: Wildlife
Issues: Limited Available Land

Goal

Goal: Accessibility
Goal: Cultural
Goal: Cultural – Celebrate Diversity
Goal: Cultural – Promote Arts
Goal: Cultural – Promote Natural Assets
Goal: Cultural – Sense of Place
Goal: Cultural: Historic Preservation and Promotion
Goal: Cultural: Museum
Goal: Economic
Goal: Economic – Business Partnerships
Goal: Economic – Diversify Local Economy
Goal: Economic – Effectively Use Tax Revenues
Goal: Economic – Encourage Development
Goal: Economic – Maintain Debt Servicing Ratio
Goal: Economic – Maintain Support for Infrastructure and Services
Goal: Economic – Promote Area as Place to Live
Goal: Economic – Tourism
Goal: Economic – Work within financial resources
Goal: Economic – Diversify Local Economy
Goal: Economic – Effectively Use Tax Revenues

Goal: Environmental
Goal: Environmental – Adapt to Climate Change
Goal: Environmental – Avoid Natural Hazards
Goal: Environmental – Energy Conservation
Goal: Environmental – Landscaping/Community Beautification
Goal: Environmental – Protect Natural Areas
Goal: Environmental – Public Education
Goal: Environmental – Sewage Treatment
Goal: Environmental – Waste Management Control
Goal: Environmental – Water Safety
Goal: Environmental: Develop Recycling
Goal: Environmentally Friendly Operations
Goal: Governance – Citizen Input
Goal: Governance – Effective Administration
Goal: Governance – Future Plan
Goal: Governance – Generate Interest in Running for Council
Goal: Governance – Open and Accessible Government
Goal: Governance – Record Keeping
Goal: Governance – Work with Local Groups and Businesses
Goal: Governance: Self Assessment
Goal: Health
Goal: Health – Active Lifestyle
Goal: Health: Quality of Life
Goal: Improve Access to Goods and Services
Goal: Infrastructure
Goal: Infrastructure – Physical Buildings and Equipment
Goal: Infrastructure – Sewage Treatment
Goal: Infrastructure – Sidewalks and Roadways
Goal: Infrastructure – Water System
Goal: Land Development
Goal: Land Use
Goal: Maintain Level of Community Service
Goal: Recreation Infrastructure and Programming
Goal: Reduce Greenhouse Gas Emissions
Goal: Regional Cooperation
Goal: Social
Goal: Social – Address Seniors’ Needs
Goal: Social – Engage All Members of Community
Goal: Social – Foster Community Pride
Goal: Social – Housing Needs
Goal: Social – Work with Volunteer Groups
Goal: Transportation
Goal: Work within financial resources
Goal: Work within physical resources
Goal: Youth Recreation

Appendix C List of Projects by Category

Project	Community	Project Title	Other Tag
Project: Accessibility	Glenburnie-Birchy Head-Shoal Brook	“Accessible buildings for all ages and abilities.” (p 65)	Buildings and Equipment
	Woody Point	“Accessible buildings for all ages and abilities.” (p 76)	Buildings and Equipment
	Trout River	“Accessible buildings for all ages and abilities.” (p 80)	Buildings and Equipment
Project: Allow Pets	Trout River	“To permit and promote domestic animals.” (p 93)	
Project: Aquaculture	Woody Point	Aquaculture	Project: Research Development, Project: Support and Promote Local Business
	Trout River	Aquaculture	Project: Research Development, Project: Support and Promote Local Business
	Trout River	“Capture and Remove Rainbow Trout from Trout River to limit the potential threat of rainbow trout to native salmon.” (p 42)	
Project: Buildings and Equipment	Howley	“Upgrade Fire Hall, Town Hall, and Community Centre” (p 99)	
	Reidville	“Develop a Business Park” (p 82)	
	Reidville	“Farmers Market and Boat Launch” (p 81)	
	Cormack	“Complete Heritage Project” (p 60)	Project: Museum
	Cormack	“Complete and Fully Utilize Upgraded Community Hall and Heritage Centre” (p 60)	Goal: Cultural: Historic Preservation and Promotion
	Deer Lake	“Utilize Deer Lake through Development” “boat launch” (p 30)	
	Norris Point	“Buildings: New Town Hall” and “Neddies Harbour and Marina Proposal” (p 16) and “Juila Ann Walsh Cottage Hospital redevelopment” (p 18)	
	Glenurnie-Birchy Head-Shoal Brook	“Accessible buildings for all ages and abilities.” (p 65)	

	Humber Arm South	“Fire Hall Extension”	
	Humber Arm South	“Renovate Community Hall”	
	Cow Head	“Investigate additional cribbing” (p 55)	
	Cox's Cove	“Fire Engine Replacement” (p 21)	
	Woody Point	“Old Provincial Court Building Retrofit.” (p 94)	Project: Heritage Design Guidelines)
	Woody Point	“Heritage design” (p 87)	(Project: Heritage Design Guidelines)
	Woody Point	“Accessible buildings for all ages and abilities.” (p 76)	(Project: Accessibility)
	Woody Point	“Docking Facility / Boat Launch” (p 53)	
	Lark Harbour	“New Wharf and new wharf extension.” (p 13)	
	Lark Harbour	“Town Hall repairs and Town Hall Road repairs.” (p 12)	Project: Sidewalks and Roads)
	Hampden	“Upgrade playground.” (p 17)	(Project: Develop Recreation Programs/Facilities)
	Hampden	“Develop slipway at Bayside” and “Develop Bayside Marina” (p 15)	
	Pasadena	“Salt and sand shed.” (p 65)	
	Pasadena	“Develop a new community and recreation centre.” (p 60)	(Project: Develop Recreation Programs/Facilities)
	Pasadena	“Develop the old Rod and Gun Club property as a snowmobile staging area and floating-dock marina.” (p 58)	
	Trout River	“Ensure Heritage design guidelines” (p 90)	(Project: Heritage Design Guidelines)
	Trout River	“Accessible buildings for all ages and abilities.” (p 80)	(Project: Accessibility)
	Trout River	“Hockey Rink needs to be repaired for residents to use.”(p 73)	(Project: Develop Recreation Programs/Facilities)
	Jackson's Arm	“Rink Improvements” “Playground	

		up-grading” and “Slipway improvements.” (p 29)	
	Jackson's Arm	“Municipal building upgrade” (p 29)	
	Mount Moriah	“Construct salt storage shed” (p 16)	
	Mount Moriah	“Renovate/Expand Community Center/Town Hall” (p 14)	(Project: Develop Recreation Programs/Facilities)
	Massey Drive	“New Bus Shelters” and “Playground Expansion” and “New Town Hall” (p 18)	
	Massey Drive	“Streetlamps” and “Illuminated Crosswalk” (p 18)	
	Massey Drive	“New Pumper for Fire Department” (p 18)	
	Massey Drive	“Emergency Electrical Generator” (p 18)	(Project: Emergency Preparedness)
	Massey Drive	“Salt Storage Shed” (p 18)	
	North Shore Bay of Islands	“Continue developing Marina.” (p 28)	
	Steady Brook	“Develop plan for long term needs for municipal facilities for administration, operations, recreation, and emergency services with an eye to housing all in a centrally located Municipal Services Complex” and “Implement recommendations of the Plan.” (p 34)	(Municipal Plan/Planning)
Project: Community clean-up	Jackson's Arm	“Community Clean-up including: Clean up of properties, beach and pond, cut back of alders and brush, Enforcement of by-laws.” and “Establish a Beautification Committee” and “Communities in Bloom/Tidy Towns” (p 21)	Project: Environment,Project: Landscaping/Community Beautification
	Humber Arm South	“Extra Spring time clean-up”	Project: Landscaping/Community Beautification
	North Shore Bay of Islands	”Develop clean-up campaign for derelict cars and buildings.” (p 34)	
Project: Community	Glenburnie-Birchy Head-Shoal Brook	“Waste Management/Waste Reduction and composting	Project: Waste Management Control,

Composting		programs.” (pg 38-39)	Project: Reduce Waste
	Woody Point	“Waste Management/Waste Reduction and composting programs.” (pg 45-46)	Project: Waste Management Control, Project: Reduce Waste
	Trout River	“Waste Management/Waste Reduction and composting programs.” (pg 49-50)	Project: Waste Management Control, Project: Reduce Waste
	Jackson's Arm	“Promote and develop community composting projects.”	Project: Environmental, Project: Waste Management Control
	Steady Brook	“Undertake a Community Garden Project.” and “Rebuild and Improve the Community Compost Program (p 36	Community Garden
Project: Community Garden	Norris Point	Community Garden Project (p 19)	
	Glenburnie-Birchy Head-Shoal Brook	“Promote Hobby Gardening through a Community Greenhouse.” (p 70)	
	Jackson's Arm	“Establish a local community garden.” (p 28)	
	Steady Brook	“Undertake a Community Garden Project.” and “Rebuild and Improve the Community Compost Program (p 36)	Community Composting
Project: Community Use Agreement	Steady Brook	“Develop Community Use Agreement with local Businesses” (p 36)	
Project: Council Outreach	Reidville	“Develop Communications Plan” (p 79)	Project: Municipal Plan, Project: Signage
	Deer Lake	“Develop an External Communications Strategy” (p 38)	
	Glenburnie-Birchy Head-Shoal Brook	“To publish a regular Town newsletter to communicate local events, initiatives and changes to municipal operations” (p 90)	
	Cow Head	“Invite oil industry representatives to a meeting with Council, local businesses, and residents.” (p 72) and “hold an economic opportunity identification workshop” (p 73) and	

		“Promote opportunities to residents and business owners.” (p 74)	
	Cow Head	"Communication to raise awareness of the role and activities of Council." (p 57) and "Promotion to attract new councillors" (p 58)	
	Cow Head	“Organise community information / open days” (p 50)	
	Cow Head	“Produce a community newsletter” (p 49)	
	York Harbour	“Produce and distribute a newsletter twice annually.” (p 42)	
	Woody Point	“Hold public meetings.” (107)	
	Lark Harbour	“Engage participation in Municipal processes.” (p 15)	
	Rocky Harbour	“Publish regular newsletter” (p 14)	
	Rocky Harbour	“Appoint public to appropriate Council Committees.” and “Liaise with community groups.” (p 14)	Project: Governance, Project: Encourage Volunteerism
	Hampden	“Publish regular newsletter” and Hold Town hall meetings” (p 13)	Project: Governance, Project: Public Consultation Policy)
	Hampden	“Appoint public to appropriate Council Committees.” (p 13) and “Liaise with community groups.” (p 13)	
	Pasadena	“Liaise with community groups and committees.” (p 94) and “Hold Town Hall meetings.” (p 95) and “Include non-Council seats on committees where appropriate.” (p 96) and “Distribute a regular newsletter and keep website up-to-date.” (p 97)	Project: Online Presence
	Trout River	“Hold public meetings.” (p 110)	
	Jackson's Arm	“Awareness raising about Council activities” and “Advertising campaign prior to next election” (p 37)	
	Jackson's Arm	“Produce a quarterly newsletter” and “Annual community celebration” (p 37)	(Project: Promote and Plan Community Activities)

	Mount Moriah	“Publish regular newsletter” and Hold Town hall meetings” (p 14)	Project: Governance, Project: Public Consultation Policy
	North Shore Bay of Islands	“Publish regular newsletter” and Hold Town hall meetings” (p 25)	Project: Governance, Project: Public Consultation Policy
	North Shore Bay of Islands	“Appoint public to appropriate Council Committees.” (p 25) and “Liaise with community groups.” (p 25)	
Project: Create Community Centre	Lark Harbour	“New Resource Centre” (p 16)	Project: Develop Recreation Programs/Facilities
	Trout River	“Using the Jakeman All-Grade school as an informal Community Centre will help citizen (sic) to be informed of events around the community.” (p 75)	
Project: Create Effective Council	Deer Lake, Reidville and Howley	“Maintain Current Level of Governance Health” Deer Lake (p 39) and Reidville (p 83) and Howley (p 102)	
	St. Paul's Parson's Pond, Daniels Harbour	“Hold meetings with rules of procedure and layered governance structures, Organize Committees of Council to designate and focus responsibility.” (p 16)	
	Glenburnie-Birchy Head-Shoal Brook	“Develop and adopt official Town Council procedures.” (p 94)	
	Lark Harbour	Develop and adopt official council procedures.” (p 18)	
	Rocky Harbour	“Promote Economic Development to broaden tax base.” (p 14)and “Ensure staffing of each Town needs are met [sic].” (p 13) and “Review/update committee structure.” (p 14)	
	Hampden	“Promote Economic Development to broaden tax base.” (p 13)and “Ensure staffing of each Town needs are met [sic].” (p 13) and “Review/update each Town’s committee structure.” (p 13)	

	Pasadena “	Conduct occasional reviews of decision-making processes, committee structures, and staffing needs.” (p 93)	
	Trout River	“Develop and adopt official Town Council procedures.” (p 117)	
	Jackson's Arm	“Staff and councillor training” and “Increased Town attendance at MNL events.” (p 37)	Project: Governance, Project: Staff Education)
	Jackson's Arm	“Identify and adopt official rules of procedure” and “Develop a Municipal Plan (p 37)	(Project: Municipal Plan)
	North Shore Bay of Islands	“Promote Economic Development to broaden tax base.” (p 25)and “Ensure staffing of each Town needs are met [sic].” (p 25) and “Review/update each Town’s committee structure.” (p 25) and “Explore possibility of full amalgamation.” (p 25)	
Project: Create Local Employment	Woody Point	“Create local employment.” (p 60)	
Project: Cultural Committee	Cox's Cove	“Cox’s Cove Culture Committee.” (p 24)	
Project: Develop Recreation Programs/Facilities	Deer Lake	“Ensure Deer Lake Remains a Safe and Active Community for Youth” (P 41)	
	Deer Lake	“Maintain Current Level of Support to the Community’s Senior Population” (p 41) and Cormack: “Offer more recreation activities to keep residents, especially seniors, active in mind and body” (p 61) and Reidville: “Accommodate to the Senior Population in the Community” (p 84) and Howley: “Establish a 50 Plus Club in the Community” (p 96)	(Project: Social Support Services)
	Deer Lake	Upgrade Municipal Park (p 30) and Reidville: “Develop Recreational Amenities” (p 78)	

	Norris Point	'Upgrading and Improvements to Community Recreation Facilities' (p 16)	
	St. Pauls, Parson's Pond, Daniel's Harbour	"Develop more programs for youth" (p 17)	
	Glenburnie-Birchy Head-Shoal Brook	"Recreation and community coordinator." (p 59) and "Maintain Recreational Youth programs." (p 60)	
	Humber Arm South	"After School Programs"	
	Humber Arm South	"Walking Club" "Seniors Group"	
	Humber Arm South	"Playground – Halfway Point" and "Basketball Court"	
	Humber Arm South	"Fitness Centre"	
	Cow Head	"Recreation needs and facilities assessment." (p 41) "Recreation Plan – creation and delivery" (p 42) and "improved recreation infrastructure and programming" (p43)	
	Cox's Cove	"Softball Field Improvements" and "Municipal Playground"	
	Woody Point	"Recreation and community coordinator." (p 70) and "Maintain Recreational Youth programs." (p 71)	
	Hampden	"Upgrade playground." (p 17)	(Project: Buildings and Equipment)
	Pasadena	"Maintain age-progressive programs for children and youth." (p 80)	
	Pasadena	"Develop a new community and recreation centre." (p 60)	
	Lark Harbour	"New Resource Centre" (p 16)	Project: Community Centre
	Trout River	"Hockey Rink needs to be repaired for residents to use."(p 73)	Project: Buildings and Equipment
	Jackson's Arm	"Identify and develop activities and	Project: Encourage

		programs for youth” “Create and indoor space for youth” “Youth Group liaison with Recreation Committee/Council” and “Recruit parents volunteers for supervision of youth recreation.” (p 29)	Volunteerism
	Mount Moriah	“Renovate/Expand Community Center/Town Hall” (p 14)	Project: Buildings and Equipment
	North Shore Bay of Islands	“Expand recreation facilities.” (p 30)	
Project: Develop Recycling	Deer Lake	“Maintain Current Level of Environmental Health” (p 40) and Reidville (p 83) and Howley (p 102) and Cormack: Promote Recycling and Composting in the Community” (P 62)	Project: Environmental, Project: Environmental audit, Project: Reduce Waste,
	Glenburnie-Birchy Head-Shoal Brook	“Proposed Recycling Depot” (p 37)	
	Humber Arm South	“Recycle Program”	
	York Harbour	“Work with residents to develop educational materials and recycling plans.” (p 29) and “Work with Businesses to educate and promote recycling plans.” (p 30)	Project: Research Recycling, Project: Education
	York Harbour	“Develop recycling plan for municipal buildings.” (p 26)	
	Woody Point	“Proposed Recycling Depot” (p 42)	
	Trout River	“Proposed Recycling Depot” (p 47)	
	Jackson's Arm	“Explore and implement local recycling initiatives.” (p 21)	Project: Environment, Project: Research Recycling
Project: Develop Snowmobile Trails	Deer Lake, Cormack, Reidville, Howley	“Establish Deer Lake as a Snowmobile Hub” (p 31)	
	Rocky Harbour	“Develop snowmobile trails and staging area.” (p 16)	
	Hampden	“Develop snowmobile trails and staging area.” (p 15)	
	North Shore Bay of Islands	“Expand snowmobile trails.” (p 28)	

Project: Develop stormwater management manual	Pasadena	“Develop stormwater management manual” (p 39) (Project: Environment,Project: water,
Project: Develop Tourism Infrastructure and Programs	Howley	“Encourage Tourism” (p 102)	
	Norris Point	“Town Events areas and visitor arrival centre” (p 19)	
	St. Paul's parsons Pond, Daniel's Harbour	“Develop linkages between community assets in tourism, the fishery, and regional cooperation.” (p 18)	Project: Fishery
	Glenburnie-Birchy Head-Shoal Brook	“To establish a Community Information Centre or Visitor’s Kiosk” (p 74)	
	Glenburnie-Birchy Head-Shoal Brook	“Tourism Gap Analysis and Tourism Management Plan” (p 47) and “To align fishing activities with tourism activities.” (p 48) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 50)	Project: Tourism Promotion, Project: Regional Tourism Plan,Project: Signage
	Humber Arm South	“Bed/Breakfast business” and “Cabins”	Project: Support and Promote Local Business
	Cow Head	“Head Project” (p 27)	
	Cox's Cove	Welcome Kiosk, Interpretive Kiosks (Main Street West and Hillview Drive) (p 23)	(Project: Signage)
	Woody Point	“Tourism Gap Analysis and Tourism Management Plan” (p 52) and “To align fishing activities with tourism activities.” (p 56) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 58)	(Project: Tourism Promotion, Project: Regional Tourism Plan,Project: Signage)
	Rocky Harbour	“Build viewpoints, lookouts.” (p 22)	
	Hampden	“Build viewpoints, lookouts.” (p 21)	

	Trout River	“Tourism Gap Analysis and Tourism Management Plan” (p 58) and “Encourage rebranding of Trout River Pond” (p 60) and “To align fishing activities with tourism activities.” (p 61) and “To align the marketing of local attractions to e closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 63)	Project: Tourism Promotion, Project: Regional Tourism Plan, Project: Signage)
	Jackson's Arm	“Regional tourism plan development” and “Delivery of infrastructure projects identified in the tourism plan” and “Investigate tourism training opportunities” (p 34)	
	Mount Moriah	“Develop interpretive panel system.” (p 20)	Project: Signage,
	Mount Moriah	“Build viewparks, lookouts.” (p 16)	
	North Shore Bay of Islands	“Develop tourism infrastructure.” (p 28) and “Develop interpretive panel system” (p 32) and “Build viewparks, lookouts.” (p 34)	(Project: Signage)
Project: Develop Walking Trails	Deer Lake	“Develop Trails Network” (p 31)	
	Norris Point	“Integrated Trails and Walkways Proposal,” and “Walking Trails Special Features Proposal” (p 18)	
	Parson’s Pond	“International Appalachian Trail” (p 7) and “Proposed Walking Trail 14 km to Appalachian Trail.”	
	Humber Arm South	“Involvement with International Appalachian Trial (sic) Committee”	
	Humber Arm South	“Establish walking trails”	
	Cox's Cove	Trail to Brakes Cove and Trail to Sammy’s Beach and Waterfront Boardwalk and Municipal Falls Deck and Water Elevation (p 24)	Project: Sidewalks and Roads,
	Woody Point	“Preserve the surrounding landscape and trailways.” (p 89)	Project: Develop Walking Trails, Project: Protect Natural Assets,

	Rocky Harbour	“Improve and expand walking trails.” (p 16) and “Enhance and expand walking trails.” (p 22)	
	Hampden	“Improve and expand walking trails.” (p 15) and “Enhance and expand walking trails.” (p 21)	
	Pasadena	“Extension of Canada Trail, other sidewalks, and storm sewer system.” (p 67)	Project: Sidewalks and Roads
	Pasadena	“Develop community walking and biking trails.” (p 56)	
	Trout River	“Preserve the surrounding landscape and trailways including an expansion of the popular waterfront boardwalk) (p 92)	Project: Protect Natural Assets
	Trout River	“Transportation linkages of waterways and trailways.” (p 59)	Project: Sidewalks and Roads
	Jackson's Arm	“Community trail developments.” (p 29)	
	Mount Moriah	“Create and expand walking trails.” (p 22)	
	Mount Moriah	“Improve and expand walking trails.” (p 16)	
	Mount Moriah	“Improvements to Tippings Pond Walking Trail” (p 20)	
	North Shore Bay of Islands	“Improve and expand walking trails.” and “Develop 25 km sidewalk” (p28) and “Enhance and expand walking trails/sidewalks” (p 34)	Project: Sidewalks and Roads
	South Brook	“Design and construct improved network of local walking trails linking neighbourhoods, open spaces, conservation areas, recreation facilities, businesses.” and “Assess potential for additional trail and park spaces off Marble Drive west of the Steady Brook.” and “Conduct property research to identify town easements to facilitate future park and trail development.” (p 35)	

Project: Economic			
Project: Education	Pasadena	“Ensure continued viability of the K-12 school system.” (p 79)	
Project: Emergency Preparedness	Massey Drive	“Emergency Electrical Generator” (p 18)	Project: Buildings and Equipment,
Project: Encourage Craft Culture	St. Paul's, Parsons Pond, Daniel's Harbour	“Work on including heritage and arts in festivals and events, support local artists and artisans, develop market for locally-made goods, art, crafts, etc.” (p 17)	Project: Support and Promote Local Business, Project: History Preservation and Promotion, Project: Promote and plan community activities)
	Humber Arm South	“Craft Store”	Project: Support and Promote Local Business
	Cow Head	“Craft fairs and craft demonstrations.” (p 17) and “Re-establish craft guild.” (p 18)	
Project: Encourage Traditional Skills	Cow Head	“Traditional skills workshops.” (p 19)	
Project: Encourage Volunteerism	Cormack	“Continue to Operate a Healthy Volunteer Base in Cormack” (p 61)	
	Glenburnie-Birchy Head-Shoal Brook	“Recognize and reward volunteers through a Volunteer Reward Program.” and “Engage youth in volunteer activities.” (p 62-63)	
	Humber Arm South	“Recruitment of volunteers”	
	Cow Head	“Create a volunteer assistance service for seniors” (p 45)	
	Cow Head	“Youth activities and facilities development” (p 37) “Recruit volunteer leaders for youth activities.” (p 39)	(Project: Develop Recreation Programs/Facilities, Project: Recreation Staff)
	Cow Head	“Volunteer involvement, recruitment and training plan.” (p 32) and “Volunteer appreciation” (p 33)	
	Woody Point	“Recognize and reward volunteers	

		through a Volunteer Reward Program.” and “Engage youth in volunteer activities.” (p 73-74)	
	Rocky Harbour	“Appoint public to appropriate Council Committees.” (p 14) and “Liaise with community groups.” (p 14)	
	Rocky Harbour	“Seek Volunteers to assist Councils.” (p 14) and “Work with children’s groups (schools/churches) to foster volunteerism.” (p 14) and “Encourage volunteerism, Reward volunteers, and Encourage youth to volunteer.” (p 18)	
	Hampden	“Appoint public to appropriate Council Committees.” (p 13) and “Liaise with community groups.” (p 13)	Project: Governance, Project: Council Outreach
	Hampden	Seek Volunteers to assist Councils.” (p 13) and “Work with children’s groups (schools/churches) to foster volunteerism.” (p 13) and “Encourage volunteerism, Reward volunteers, and Encourage youth to volunteer.” (p 17)	Project: Governance
	Pasadena	“Encourage and support the voluntary sector.” (p 82) and “Promote and support youth voluntary initiatives.” (p 83)	
	Trout River	“Recognize and reward volunteers through a Volunteer Reward Program.” and “Engage youth in volunteer activities.” (p 77-78)	
	Jackson`s Arm	Volunteer recognition and appreciation” “Events to celebrate community achievements.” and “Record and photograph community events and activities.” (p 30)	Project: Foster Community Pride,
	Jackson's Arm	“Identify and develop activities and programs for youth” “Create and indoor space for youth” “Youth Group liaison with Recreation	Project: Develop Recreation Programs/Facilities

		Committee/Council” and “Recruit parents volunteers for supervision of youth recreation.” (p 29)	
	Mount Moriah	“Appoint public to appropriate Council Committees.” (p 14) and “Liaise with community groups.” (p 14)	Project: Governance)
	Mount Moriah	“Seek Volunteers to assist Councils.” (p 14) and “Work with children’s groups (schools/churches) to foster volunteerism.” (p 14) and “Encourage volunteerism, Reward volunteers, and Encourage youth to volunteer.” (p 18)	(Project: Governance
	North Shore Bay of Islands	“Appoint public to appropriate Council Committees.” (p 25) and “Liaise with community groups.” (p 25)	Project: Governance, Project: Council Outreach
	North Shore Bay of Islands	“Seek Volunteers to assist Councils.” (p 25) and “Work with children’s groups (schools/churches) to foster volunteerism.” (p 25) and “Encourage volunteerism, Reward volunteers, and Encourage youth to volunteer.” (p 30)	Project: Governance
Project: Environmental audit	Cow Head	“Environmental audit of Town buildings and operations.” (p 12)	
	Jackson's Arm	“Environmental audit of Town buildings and operations.” (p 22)	
Project: Establish a recreation committee	Cow Head	“Build recreation committee capacity” (p 40)	
	York Harbour	“To establish a Recreation Committee.” (p 43)	
Project: Establish an economic development committee	Cow Head	“Establish an economic development committee” (p 66)	
	Rocky Harbour	“Establish an ED committee of Council with members from	Project: Economic, Project: Research

		Business Community.” and “Research ED programs and initiates” and “Develop an ED plan of action” and “Work with Red Ochre Regional Board (p 16)	Development
	Hampden	“Establish an ED committee of Council with members from Business Community.” and “Research ED programs and initiates” and “Develop an ED plan of action” (p 15)	
	Pasadena	“Establish an economic development committee of Council.” (p 50)	
		“Establish an Economic Development Committee” “Explore options for funding an economic development staff person.”	Project: Economic
	North Shore Bay of Islands	“Establish an ED committee of each Council with members from Business Community.” and “Liaise and participate with North Shore Economic Development Association.” and “Research ED programs and initiates” (p 28)	project: research development
Project: Establish Housing Development Committee	Mount Moriah	“Establish a regional housing development committee with business community members to explore housing sector and encourage developers.” and “Develop a development plan of action” (p 16)	Project: Policy development, Project: Housing
	North Shore Bay of Islands	“Establish a regional housing development committee with business community members to explore housing sector and encourage developers.” (p 28)	Project: Housing
Project: Farmers Market	Reidville	“Farmers Market and Boat Launch” (p 81)	Project: Buildings and Equipment
Project: Fishery	St. Paul's, Parsons Pond, Daniel's Harbour	“Develop linkages between community assets in tourism, the fishery, and regional cooperation.” (p 18)	Project: Develop Tourism Infrastructure and Programs, Project: Regional Cooperation
	Parson's Pond	“The completion of the Parsons Pond	Project: History

		Fishery Heritage Project.” (p 7)	Preservation and Promotion
	Glenburnie-Birchy Head-Shoal Brook	“Secondary or Value Added Fish Processing.” (p 51)	
	Cow Head	“Investigate community projects (to deliver economic benefits) related to the fishing industry” (p 77)	
	Woody Point	“Promote a Hobby Fishery and construct a docking facility.” (p 85)	
	Woody Point	“Secondary or Value Added Fish Processing.” (p 59)	
	Trout River	“Promote a Hobby Fishery and construct a docking facility.” (p 88)	
	Trout River	“Secondary or Value Added Fish Processing.” (p 64)	
Project: Food	Glenburnie-Birchy Head-Shoal Brook	“Promote a Local Cuisine” (p 71)	
	Woody Point	“Promote a Local Cuisine” (p 86)	
	Trout River	Promote a Local Cuisine” (p 89)	
Project: Food Security	Glenburnie-Birchy Head-Shoal Brook	“Encourage local food sources” (p 30)	
	Woody Point	“Encourage local food sources” (p 35)	
	Trout River	“Encourage local food sources through agriculture and aquaculture.” (p 35)	
Project: Foster Community Pride	Cow Head	“Request National Park support for business and community pride.” (p 69)	
	Jackson's Arm	“Volunteer recognition and appreciation” “Events to celebrate community achievements.” and “Record and photograph community events and activities.” (p 30)	
Project: Heritage Design Guidelines	Corner Brook	“Implement City of Corner Brook Heritage Regulations”	
	Woody Point	“Old Provincial Court Building Retrofit.” (p 94)	Project: Buildings and Equipment)

	Woody Point	“Heritage design” (p 87)	Project: Buildings and Equipment,
	Trout River	“Ensure Heritage design guidelines” (p 90)	Project: Buildings and Equipment
Project: History Preservation and Promotion	Reidville	“Develop Heritage Committee” (p 80)	
	Deer Lake	“Develop Community Heritage Strategic Plan” (p 31)	
	St. Paul's Parsons Pond, Daniel's Harbour	“Work on including heritage and arts in festivals and events, support local artists and artisans, develop market for locally-made goods, art, crafts, etc.” (p 17)	Project: Encourage Craft Culture, Project: Support and Promote Local Business
	Parson's Pond	“The completion of the Parsons Pond Fishery Heritage Project.” (p 7)	Project: Fishery
	Humber Arm South	“Woods Island Resettlement House and Historic Centre” ”Collecting mapping of Town Early years and Present,” “History of Woods Island Resettlement,” “History of Halfway Point Benoit's Cove, John's Beach and Frenchman's Cove” “History of Allens Fisheries St. Amrose Church and our Lady Star of the Sea Parish” and “Historic Location at Frenchman's Cove”	
	Cow Head	“Upkeep of old and new cemeteries.” (p 28)	Project: Landscaping/Community Beautification
	Cow Head	“Senior's storytelling/ oral history project.” (p 25)	Project: Seniors Heritage
	Cow Head	“War Memorial” (p 24)	
	York Harbour	“Develop the history of the town with all residents.” (p 47)	
	Woody Point	“To preserve the history of the area” (p 92) and “Heritage conservation study and potential Heritage Preservation District” (p 93)	
	Woody Point	“Develop interpretive panel system for trails and town.” and “Promote	Project: Signage, Project: Public

		local culture in schools.” (p 20)	Education
	Hampden	“Develop interpretive panel system for trails and town.” and “Promote local culture in schools.” (p 19)	Project: Signage, Project: Public Education
	Pasadena	“Research and interpret Pasadena’s cultural and natural history.” (p 88)	(Project: Museum, Project: Signage)
	Trout River	To preserve the history of the area” (p 96) and “Heritage conservation study and potential Heritage Preservation District” (p 97) and “As part of the annual Heritage Festival held in early July, an ongoing exhibition or “sampling” of authentic culture and heritage of Trout River could be organized.” (p 99)	
	Jackson's Arm	“Continued development of the Ford Heritage Property and its programming.” and “Develop interpretation boards/community story board.” (p 25)	Project: Signage
	Jackson's Arm	“Oral and living history project.” (p 25)	Project: Seniors Heritage,
	Steady Brook	“Seniors Heritage Project.” (p 36)	Project: Seniors Heritage, Project: Museum
Project: Housing	Corner Brook	“Work with the provincial government housing corporation and local developers to acquire and make land available for affordable residential development”	
	Norris Point	“New Residential Area Subdivision Design Plan” (p 19)	
	Humber Arm South	“New Residential Subdivision”	
	Cow Head	“Plan and deliver actions to improve local housing availability” (p 35)	
	Rocky Harbour	“Encourage development of a good housing mix.” and “Ensure continued viability of school and hospital y Community support.” (p 18)	

	Hampden	“Encourage development of a good housing mix.” and “Ensure continued viability of local school by strong support.” (p 17)	
	Pasadena	“Ensure an appropriate mix of housing.” (p 77)	
	Mount Moriah	“Encourage development of a good housing mix.” and “Encourage development of seniors housing” and “ensure continued viability of colleges and hospitals in Corner Brook by strong support.” (p 18)	
	Mount Moriah	“Establish a regional housing development committee with business community members to explore housing sector and encourage developers.” and “Develop a development plan of action” (p 16)	(Project: Establish Housing Development Committee, Project: Policy development
	North Shore Bay of Islands	“Encourage development of a good housing mix.” and “Ensure continued viability of local school by strong support.” and “ensure continued viability of colleges and hospitals in Corner Brook by strong support.” (p 30)	
	North Shore Bay of Islands	“Establish a regional housing development committee with business community members to explore housing sector and encourage developers.” (p 28)	Project: Establish Housing Development Committee
Project: Keep Records	Lark Harbour	"Keep a report on oil exploration in the town."	
Project: Land Use	Corner Brook	Develop Land Use Assessment Guidelines, Develop Comprehensive Development Guidelines, Develop Urban Design Guidelines, Develop Design Action Plans, Develop an Open Space Master Plan, Develop a Master Plan for Smithville redevelopment, Develop a community-based vision and Master Plan for Bartlet’s Point Park Redevelopment, Partner with Corner	

		Brook Stream Development Corporation to develop a Management Plan for the Corner Brook Stream, Develop a Comprehensive Waterfront Development Plan	
	Howley	“Acquire Crown Land to Allow for Future Development” and “Buchans Expansion” (p 101)	
	Glenurnie-Birchy Head-Shoal Brook	“Update the Municipal Plan for the Town of Glenburnie-Birchy Head-Shoal Brook.” (p 85) and “To develop a Land Management Plan” (p 86)	Project: Municipal Plan/Planning
	Woody Point	“Develop a Municipal Plan for the Town of Woody Point.” (p 103) “To provide a set of priorities for establishing a Municipal Land Assembly in Woody Point.” (p 104) “To develop a Land Management Plan” (105)	Project: Municipal Plan/Planning
	Woody Point	“Efficient site planning and design guidelines.” (p 33)	
	Rocky Harbour	“Develop Rocky Harbour Pond.”	
	Pasadena	“Determine financial benefits of expanding municipal boundaries.” (p 99)	Project: Research Development, Project: Land Use
	Pasadena	“Industrial and commercial land development.” (p 69)	Project: Land Use
	Trout River	“Develop a Municipal Plan for the Town of Trout River.” (p 106) “To provide a set of priorities for establishing a Municipal Land Assembly in Trout River.” (p 107) “To develop a Land Management Plan and a Land Ownership Map.” (108)	Project: Municipal Plan/Planning
	Trout River	“Efficient site planning and design guidelines.” (p 35)	Project: Land Use
Project: Landscaping/Community Beautification	Corner Brook	“Develop landscaping guidelines” and “Introduce a Private tree preservation bylaw	

	Cormack	“Keep Cormack Tidy and Free of Litter” (p 62)	
	Cormack	“Develop Beach Area at Addie’s Lake” (p 59)	
	Glenburnie-Birchy Head-Shoal Brook	“Community beautification plan” (p 29)	
	Humber Arm South	“Extra Spring time clean-up”	Project: Waste Management Control
	Cow Head	“Upkeep of old and new cemeteries.” (p 28)	Project: History Preservation and Promotion
	Cow Head	“Community and property clean-up” (p 4) and “Continue to maintain and upkeep the Botanical Garden” (p 5)	
	Woody Point	“Community beautification plan” (p 34)	
	Rocky Harbour	“Develop clean-up campaign.” (p 22)	
	Rocky Harbour	“Develop Rocky Harbour Pond.”	Project: Land Use
	Hampden	“Develop clean-up campaign.” (p 21)	
	Trout River	“Community beautification plan” (p 35)	
	Jackson's Arm	“Community Clean-up including: Clean up of properties, beach and pond, cut back of alders and brush, Enforcement of by-laws.” and “Establish a Beautification Committee” and “Communities in Bloom/Tidy Towns” (p 21)	Project: Environment,Project: car and building clean-up
	Mount Moriah	“Develop clean-up campaign. (p 22)	
	North Shore Bay of Islands	”Develop clean-up campaign for derelict cars and buildings.” (p 34)	Project: car and building clean-up
Project: Library	Howley	“Promote Cultural Identity within the Community” (p 100)	
Project: Lobby for Improved Goods and Services	Jackson's Arm	“Lobbying for improved access to services” cell phone, high speed internet, police, health care. (p 28) and “Lobby for improved snow clearing”	

	Deer Lake	“Preserve Deer Lake Clinic” (p 42)	
Project: Manage finances	Glenburnie-Birchy Head-Shoal Brook	“Update and adhere to the Municipal Budget.” (p 92)	Project: Monitor Finances
	York Harbour	“Continue to utilize official procedures and policies.” and “Document all business expenditures and revenue and take into account PSAB.” (p 53)	Project: Governance
	Woody Point	“Ensure that Municipal budget is up to date and is adhered to by all staff” (p 111) and “Examine tax structure” (p 115)	
	Trout River	“Update and adhere to the Municipal Budget” (p 114) and “Examine tax structure” (p 115)	
Project: Mapping	Corner Brook	“Develop a Hazard Areas Constraints Mapping” and “Re-Assessment of Existing Hazard areas on a bi-annual basis”	Project: Environmental Project: Protect Natural Assets
	Glenburnie-Birchy Head-Shoal Brook	“Forest management study and mapping of environmentally sensitive lands in the area.” (p 39)	Project: Research Development
	Woody Point	“Forest management study and mapping of environmentally sensitive lands in the area.” (p 39)	Project: Research Development
	Pasadena	“Inventory and mapping of sensitive environmental resources.” (p 38)	Project: Environment
	Trout River	“To provide mapping and interpretation boards to existing trails and archaeological features.” (p 94).	Project: Signage
	Trout River	“Forest management study and mapping of environmentally sensitive lands in the area.” (p 43)	Project: Research Development
Project: Monitor Finances	Glenburnie-Birchy Head-Shoal Brook	“Update and adhere to the Municipal Budget.” (p 92)	Project: Manage finances
	Rocky Harbour	“Have finance committee continually monitor financial status.” and “Develop multi-year street upgrading program.” (p 16)	Project: Sidewalks and Roads, Project: Economic

	Hampden	“Have finance committee continually monitor financial status.” and “Street upgrading program.” and “Chlorinator Access Road Bridge” (p 15)	Project: Sidewalks and Roads, Project: Economic
	Jackson's Arm	“Reduce operating deficit” and “Lower debt servicing level” (p 37)	
	Mount Moriah	“Have finance committee continually monitor financial status.” (p 16)	
	North Shore Bay of Islands	“Have finance committee continually monitor financial status.” and “Develop and continue street upgrading program.” (p 28)	Project: Sidewalks and Roads, Project: Economic
Project: Municipal Plan/Planning	Corner Brook	Develop Land Use Assessment Guidelines, Develop Comprehensive Development Guidelines, Develop Urban Design Guidelines, Develop Design Action Plans, Develop an Open Space Master Plan, Develop a Master Plan for Smithville redevelopment, Develop a community-based vision and Master Plan for Bartlet’s Point Park Redevelopment, Partner with CornerProject: Land Use, Brook Stream Development Corporation to develop a Management Plan for the Corner Brook Stream, Develop a Comprehensive Waterfront Development Plan	
	Reidville	“Develop Communications Plan” (p 79)	Project: Council Outreach, Project: Signage
	St. Paul's, Parson's Pond, Daniel's Harbour	“Develop inclusive plans that are regularly consulted and updated.” (p 16)	
	St. Paul's, Parson's Pond, Daniel's Harbour	“Include environmental protection in municipal planning.” (p 15)	Project: Environmental, Project: Policy development
	Glenburnie-Birchy Head-Shoal Brook	Update the Municipal Plan for the Town of Glenburnie-Birchy Head-Shoal Brook.” (p 85) and “To develop a Land Management Plan”	Project: Land Use

		(p 86)	
	Glenburnie-Birchy Head-Shoal Brook	“Encourage compact built form.” (p 32)	
	Humber Arm South	“New Municipal Plan”	
	Cow Head	“Update Municipal Plan and zoning regulations.” (p 62)	
	Cox's Cove	“Development of Municipal Plan.” (p 22)	
	Woody Point	“Develop a Municipal Plan for the Town of Woody Point.” (p 103) “To provide a set of priorities for establishing a Municipal Land Assembly in Woody Point.” (p 104) “To develop a Land Management Plan” (105)	(Project: Land Use
	Woody Point	“Encourage compact built form.” (p 37)	
	Lark Harbour	“Develop a 5 year plan.” (p 18)	
	Lark Harbour	“New municipal plan.” (p 11)	
	Pasadena	“Develop five-year financial plan.” (p 101)	Project: Research Development
	Trout River	“Develop a Municipal Plan for the Town of Trout River.” (p 106) “To provide a set of priorities for establishing a Municipal Land Assembly in Trout River.” (p 107) “To develop a Land Management Plan and a Land Ownership Map.” (108)	Project: Land Use
	Jackson's Arm	“Identify and adopt official rules of procedure” and “Develop a Municipal Plan (p 37)	Project: Create Effective Council
	Steady Brook	“Develop plan for long term needs for municipal facilities for administration, operations, recreation, and emergency services with an eye to housing all in a centrally located Municipal Services Complex” and “Implement recommendations of the Plan.” (p	

		34)	
Project: Museum	Howley	“Promote Cultural Identity within the Community” (p 100)	
	Cormack	“Complete Heritage Project” (p 60)	Project: Buildings and Equipment
	Rocky Harbour	“Create historical museum with interpretive information/artifacts etc.” (p 20)	
	Pasadena	“Research and interpret Pasadena’s cultural and natural history.” (p 88)	Project: History Preservation and Promotion, Project: Signage
	North Shore Bay of Islands	“Create new and/or upgrade museums.”	
	Steady Brook	Seniors Heritage Project.” (p 36)	Project: History Preservation and Promotion, Project: Seniors Heritage
Project: New Tax Structure	Glenburnie-Birchy Head-Shoal Brook	“Examine a tax structure that encourages year-round residents.”(p 72)	
Project: No Idling	Norris Point	“Promote no vehicle idling” (p 19)	
	Rocky Harbour	“Enact ‘no-idling’ laws.” (p 23)	Project: Policy development
	Hampden	“Enact ‘no-idling’ laws.” (p 21)	Project: Policy development
	North Shore Bay of Islands	“Enact ‘no-idling’ laws.” (p 34)	Project: Policy development
Project: Online Presence	Glenburnie-Birchy Head-Shoal Brook	“To establish a Town website to communicate local events, initiatives, and changes to municipal operations.” (p 89)	
	Cow Head	“Investigate use of website for communicating Town information” (p 51)	
	Cox's Cove	“Develop and maintain a municipal website.” (p 18)	Issue
	Woody Point	“To establish a Town website to communicate local events, initiatives, and changes to municipal	

		operations.” (p 109)	
	Pasadena	“Liaise with community groups and committees.” (p 94) and “Hold Town Hall meetings.” (p 95) and “Include non-Council seats on committees where appropriate.” (p 96) and “Distribute a regular newsletter and keep website up-to-date.” (p 97)	Project: Governance, Project: Public Consultation Policy, Project: Council Outreach
	Trout River	“To establish a Town website to communicate local events, initiatives, and changes to municipal operations.” (p 112)	
	Jackson's Arm	“Internet promotion of heritage, arts, and crafts.” (p 25)	
Project: Partner with economic development organisations	Cow Head	“Investigate community projects (to deliver economic benefits) related to the fishing industry” (p 77)	Project: Fishery
	Cow Head	“Maintain and build partnerships with economic development organisations” (p 70)	
Project: Partner with other municipalities	Glenburnie-Birchy Head-Shoal Brook	“To explore the possibilities of Service Agreements with adjacent municipalities.” (p 88)	
	Woody Point	“To explore the possibilities of Service Agreements with adjacent municipalities.” (p 108)	
	Trout River	“To explore the possibilities of Service Agreements with adjacent municipalities.” (p 111)	
Project: Policy development	St. Pauls, Parsons Pond, Daniel's Harbour	“Include environmental protection in municipal planning.” (p 15)	Project: Municipal Plan, Project: Environmental
	Rocky Harbour	“Enact ‘no-idling’ laws.” (p 23)	Project: No idling
	Hampden	“Enact ‘no-idling’ laws.” (p 21)	Project: No idling
	North Shore Bay of Islands	“Enact ‘no-idling’ laws.” (p 34)	Project: No idling
	Mount Moriah	“Establish a regional housing development committee with	Project: Establish Housing Development

		business community members to explore housing sector and encourage developers.” and “Develop a development plan of action” (p 16)	Committee, Project: Housing
Project: Promote Agriculture	Cormack:	“Encourage Youth to Engage in the Agriculture Industry” and “Encourage Agricultural Tourism (Agri-Tourism)” (P 60)	
Project: Promote and plan community activities	St. Paul's, Parson's Pond, Daniel's Harbour	“Work on including heritage and arts in festivals and events, support local artists and artisans, develop market for locally-made goods, art, crafts, etc.” (p 17) (Project: Encourage Craft Culture, Project: Support and Promote Local Business, Project: History Preservation and Promotion
	St. Paul's, Parson's Pond, Daniel's Harbour	Organize more community-building activities such as beach clean-ups” (p 17)	
	Humber Arm South	“Plan and organize Annual festivals”	
	Cow Head	“Continue to improve the Lobster Festival” (p 76)	
	Cow Head	“Events to showcase local music, dance and arts.” (p 21)	
	York Harbour	“Organize more cultural events especially during tourist season with the help of local organizations.” (p 48)	
	Woody Point	“Strengthen the Bonne Bay Regatta through marketing and promotions to be an ongoing cultural attraction for across the region.” (p 97) “Strengthen the Bonne Bay Regatta through marketing and promotions to be an ongoing cultural attraction for across the region.” (p 97)	
	Woody Point	“Organize a Festival Fund to support special musical, theatrical and cultural events.” (p 96)	
	Woody Point	“Examine a market need for a Comedy Festival.” (p 65)	

	Rocky Harbour	“Promote carnivals, festivals.”and “Organize sports events.” and “Promote regional sports tournaments.” and “create and promote festivals.”	
	Hampden	“Promote carnivals, festivals.”and “Organize sports events.” and “Promote regional sports tournaments.” and “create and promote festivals.”	
	Pasadena	“Come Home Year” (p 87)	
	Jackson's Arm	“Produce a quarterly newsletter” and “Annual community celebration” (p 37)	(Council Outreach)
	Jackson's Arm	“Promote community events and festivals” (p 34)	
	Mount Moriah	“Promote carnivals, festivals” and “Organize sports events” (p 18) and “create and promote festivals.” (p 20)	
	North Shore Bay of Islands	“Promote carnivals festivals, Organize sports events, Promote regional sports tournaments.” (p 30) and “create and promote festivals.” (p 32)	
Project: Protect Natural Assets	Mount Moriah	“Protect water resources and sensitive areas.” (p 22)	project: water
	Corner Brook	“Develop a Hazard Areas Constraints Mapping” and “Re- Assessment of Existing Hazard areas on a bi-annual basis”	project: Environmental, Project: mapping
	Woody Point	“Preserve the surrounding landscape and trailways.” (p 89)	Project: Develop Walking Trails
	Rocky Harbour	“Protect water resources and sensitive areas.” (p 22)	
	Hampden	“Protect water resources and sensitive areas.” (p 21)	
	Trout River	“Preserve the surrounding landscape and trailways including an expansion of the popular waterfront boardwalk) (p 92)	Project: Develop Walking Trails

	Trout River	“Stabilizing steep slopes from mud slides.” (p 35)	Project: Environment
Project: Public Consultation Policy	Steady Brook	“Develop and Implement a Public Consultation Policy.” (p 36)	Project: Governance
Project: Public Education	Corner Brook	“Complete Climate Change Protection Program Milestones 1-5” “Undertake a Climate Sensitivity Analysis and supporting Climate Change Adaptation Plan, Identify financial threshold of infrastructure projects that must be evaluated on the basis of Climate Sensitivity, Conduct outreach education by working with community organizations to educate about anticipated climate change impacts, adaptation priorities and actions necessary to mitigate and adapt to climate change”	Project: Research Climate Change
	Corner Brook	“Develop Water Conservation Education Campaign”	Project: Water, Project: Reduce Waste
	St. Paul's Parsons Pond Daniel's Harbour	“Work with community and environmental partners to develop educational campaigns and materials and promote stewardship of marine and forest resources” (p 15)	Project: Environmental
	Cow Head	“Update residents on environmental issues and options for local action.” (p 10) and “Work with Gros-Morne Co-op to develop environmental projects.” (p 11)	
	York Harbour	“Work with residents to develop educational materials and recycling plans.” (p 29) and “Work with Businesses to educate and promote recycling plans.” (p 30)	Project: Develop Recycling, Project: Research Recycling
	York Harbour	“Develop education plans for environmental issues.” (p 27)	
	Rocky Harbour	Create public awareness campaign.” and “Participate in school programs.” (p 22-23)	Project: Environment
	Rocky Harbour	“Develop interpretive panel system for trails and town.” and “Promote	Project: History Preservation and

		local culture in schools.” (p 20)	Promotion, Project: Signage
	Hampden	“Create public awareness campaign.” and “Participate in school programs.” (p 21-22)	Project: Environment
	Hampden	Develop interpretive panel system for trails and town.” and “Promote local culture in schools.” (p 19)	Project: History Preservation and Promotion, Project: Signage
	Pasadena	“Public education and awareness campaign.” re: reduce, reuse, recycle (p 44)	
	Pasadena	“Encourage environmental stewardship initiatives.” (p 40)	Project: Environmental
	Jackson's Arm	“Bay water quality improvement project.” and “Raise awareness of water conservation issues.” (p 22)	Project: Environment, Project: water
	Mount Moriah	“Create public awareness campaign” and “Participate in school programs.” (p 22-23)	
	Mount Moriah	“Promote local history and culture in schools.” (p 20)	
	North Shore Bay of Islands	“Create public awareness campaign” and “Participate in school programs.” (p 34)	
Project: Recreation Staff	Glenburnie-Birchy Head-Shoal Brook	“Recreation and community coordinator.” (p 59) and “Maintain Recreational Youth programs.” (p 60)	Project: Develop Recreation Programs/Facilities
	Woody Point	“Recreation and community coordinator.” (p 70) and “Maintain Recreational Youth programs.” (p 71)	Project: Develop Recreation Programs/Facilities
	Cow Head	“Youth activities and facilities development” (p 37) (Project: Develop Recreation Programs/Facilities) and “Recruit volunteer leaders for youth activities.” (p 39)	Project: Encourage Volunteerism
Project: Reduce Waste	Corner Brook	“Undertake a review to determine available opportunities for integration of renewable energy	Project: Environmental, Project: Research

		throughout the city.”	Energy
	Corner Brook	“Develop Water Conservation Education Campaign”	Project: Water, Project: Public Education
	Deer Lake	“Maintain Current Level of Environmental Health” (p 40) and Reidville (p 83) and Howley (p 102) and Cormack: Promote Recycling and Composting in the Community” (P 62)	Project: Environmental, Project: Develop Recycling
	St. Paul's Parsons Pond Daniel's Harbour	“Include waste diversion and waste reduction initiatives in waste management planning.” (p 15)	(Project: Waste Management Control)
	Glenburnie-Birchy Head-Shoal Brook	“Encourage water conservation and grey-water re-use.” (p 42)	Project: Water
	Glenburnie-Birchy Head-Shoal Brook	Waste Management/Waste Reduction and composting programs.” (pg 38-39)	Project: Waste Management Control
	Woody Point	“Identify current servicing ability and support water conservation initiatives.” (p 47)	Project: water
	Woody Point	“Waste Management/Waste Reduction and composting programs.” (pg 45-46)	Project: Waste Management Control
	Pasadena	“Public education and awareness campaign.” re: reduce, reuse, recycle (p 44)	Project: Public Education
	Pasadena	“Explore opportunities to reduce, reuse and recycle waste.” (p 43)	Project: Research Recycling
	Pasadena	“Reduce water consumption” (p 41)	Project: water
	Trout River	“Waste Management/Waste Reduction and composting programs.” (pg 49-50)	Project: Waste Management Control
	North Shore Bay of Islands	“Explore ways to reduce waste flow” and “explore ways to recycle” (p 34)	Project: Research Recycling
Project: Regional Cooperation	Corner Brook	“Work with organizations which further the development of Corner Brook as a healthy community” Deer Lake, Cormack, Reidville, Howley “Humber Valley Regional Plan” (p 108)	

	St. Paul's Parsons Pond, Daniel's Harbour	“Develop linkages between community assets in tourism, the fishery, and regional cooperation.” (p 18)	Project: Fishery
	St. Paul's Parsons Pond, Daniel's Harbour	“Continue working with community partners to identify and meet needs.” (p 18)	
	St. Paul's Parsons Pond, Daniel's Harbour	“Continue seeking partnerships for employment and supporting new local businesses.” (p 18)	Project: Support and Promote Local Business
	Cow Head	“Participation with District Council” (p 60)	
	Pasadena	“Participate in regional committees and initiatives to improve municipal services, land use planning, and economic development.” (p 102)	
Project: Regional Tourism Plan	Glenburnie-Birchy Head-Shoal Brook	“Tourism Gap Analysis and Tourism Management Plan” (p 47) and “To align fishing activities with tourism activities.” (p 48) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 50)	Project: Tourism Infrastructure, Project: Tourism Promotion
	Woody Point	“Tourism Gap Analysis and Tourism Management Plan” (p 52) and “To align fishing activities with tourism activities.” (p 54) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 56)	Project: Tourism Infrastructure, Project: Tourism Promotion
	Trout River	“Tourism Gap Analysis and Tourism Management Plan” (p 58) and “To align fishing activities with tourism activities.” (p 60) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 61)	Project: Tourism Infrastructure, Project: Tourism Promotion
	Jackson's Arm	“Regional tourism plan development” and “Delivery of infrastructure projects identified in the tourism plan” and “Investigate	Project: Develop Tourism Infrastructure, Project: Tourism Infrastructure

		tourism training opportunities” (p 34)	
Project: Regular council meetings	York Harbour	“Regular Council Meetings.” (p 41)	
	Lark Harbour	“Regular Meetings” (p 16)	
Project: Research Centre	Lark Harbour	“New research centre.”	
Project: Research Climate Change	Corner Brook	“Complete Climate Change Protection Program Milestones 1-5” “Undertake a Climate Sensitivity Analysis and supporting Climate Change Adaptation Plan, Identify financial threshold of infrastructure projects that must be evaluated on the basis of Climate Sensitivity, Conduct outreach education by working with community organizations to educate about anticipated climate change impacts, adaptation priorities and actions necessary to mitigate and adapt to climate change”	Project: Public Education
	Norris Point	“Coastal Erosion Research Project” (p 17)	
	Cow Head	“Research potential climate change impacts and adaptation options.” (p 14)	
	Jackson's Arm	“Research potential climate change impacts.” (p 22)	
Project: Research and Encourage Development	Reidville	“Develop a Business Co-op or Association” (p 82) and “Develop a Business Park” (p 82)	Project: Buildings and Equipment
	Reidville	“Develop a community market” (p 79)	Project: Support and Promote Local Business
	Deer Lake	“Increase Investment in Industrial and Commercial Services” (p 31)	
	Deer Lake	“Develop Land Area Surrounding Deer Lake” (p 30)	Project: tax incentives
	Glenburnie-Birchy Head-Shoal Brook	“Ecotourism” and “Arts and Crafts Industry”	Project: Support and Promote Local Business

	Glenburnie-Birchy Head-Shoal Brook	“Forest management study and mapping of environmentally sensitive lands in the area.” (p 39)	Project: Mapping
	Cow Head	“Investigate funding for an economic development staff person” (p 67)	Project: Staff Education
	Cox's Cove	“Feasibility of Installing Ice-Making Equipment in Marshall Moores Arena.” (p 22)	
Project: Research Energy	Woody Point	“Ecotourism” “Arts and Crafts Industry” and “Aquaculture”	Project: Support and Promote Local Business
	Woody Point	“Forest management study and mapping of environmentally sensitive lands in the area.” (p 39)	Project: Mapping
	Rocky Harbour	“Explore possibility of seniors’ complex.” (p 18)	
	Rocky Harbour	“Establish an ED committee of Council with members from Business Community.” and “Research ED programs and initiates” and “Develop an ED plan of action” and “Work with Red Ochre Regional Board (p 16)	Project: Economic, Project: Establish and economic development committee
	Hampden	“Establish an ED committee of Council with members from Business Community.” and “Research ED programs and initiates” and “Develop an ED plan of action” (p 15)	Project: Economic, Project: Establish and economic development committee
	Pasadena	“Determine financial benefits of expanding municipal boundaries.” (p 99)	Project: Research Development
	Trout River	“Ecotourism” “Arts and Crafts Industry” and “Aquaculture”	Project: Support and Promote Local Business
	Trout River	“Identify business opportunities with berry processing.” (p 65)	Project: Research Development
	Trout River	“Forest management study and mapping of environmentally sensitive lands in the area.” (p 43)	Project: Mapping
	Jackson's Arm	“Support the on-going development of the LCN project.” and “Identify	Project: Research Resource Based

		opportunities in resource based industries” (P 34)	Industries
	Jackson's Arm	“Review business support needs” “Identify and promote business opportunities” “Promote local business training and networking opportunities” and “Explore incentives for business development.” (p 33)	Project: Economic, Project: Support and Promote Local Business
	North Shore Bay of Islands	“Establish an ED committee of each Council with members from Business Community.” and “Liaise and participate with North Shore Economic Development Association.” and “Research ED programs and initiates” (p 28)	Project: Economic
	Steady Brook	“Will partner with other levels of government to conduct risk assessment for wastewater [sic] discharge, determine need for increased capacity and level of sewage treatment to accommodate new commercial development and meet new regulatory requirements.” (p 34)	Project: Environment; Project: Research water, Project: Research sewer, Project: Research Development
Project: Research Plants/Wildlife	Glenurnie-Birchy Head-Shoal Brook	“Develop a Tree Master Plan.” (p 33)	
	Cox's Cove	“Ecosystem Study on Marshland” (p 22)	
	Woody Point	“Develop a Tree Master Plan.” (p 38)	
Project: Research Recycling	York Harbour	“Work with residents to develop educational materials and recycling plans.” (p 29) and “Work with Businesses to educate and promote recycling plans.” (p 30)	Project: Develop Recycling, Project: Public Education
	Rocky Harbour	“Explore ways to reduce waste flow” and “Explore ways to recycle” (p 22)	
	Hampden	“Explore ways to reduce waste flow” and “explore ways to recycle” (p 21)	
	Mount Moriah	“Explore ways to reduce waste flow” and “explore ways to recycle” (p 22)	

	North Shore Bay of Islands	“Explore ways to reduce waste flow” and “explore ways to recycle” (p 34)	
	Pasadena	“Explore opportunities to reduce, reuse and recycle waste.” (p 43)	Project: Reduce Waste
	Jackson's Arm	“Explore and implement local recycling initiatives.” (p 21)	Project: Environment, Project: Research Recycling
Project: Research sewer	Norris Point	“Water and sewer servicing” (p 16) and “sewer system capacity and treatment plan (p 17)	Project: Water, Project: Sewer
	Cow Head	“Exploration of sewage treatment options.” (p 7)	
	Lark Harbour	“Study on the necessity of a new sewer system.”	
	Jackson's Arm	“Sewage infrastructure improvements.” and “Investigate options for sewage treatment.” (p 29)	Project: Sewage
	Steady Brook	“Will partner with other levels of government to conduct risk assessment for wastewater [sic] discharge, determine need for increased capacity and level of sewage treatment to accommodate new commercial development and meet new regulatory requirements.” (p 34)	Project: Environment; Project: Research water, Project: Research Development
Project: Research water	Corner Brook	“Conduct review of the Watershed Management Plan every five years, Work with Monitoring Committee of the Corner Brook Watershed Management Committee to implement the watershed action plan and to develop Best Management Practices for Land Uses”	Project: Water
	Cow Head	“Water treatment project” (p 54)	Project: water
	Steady Brook	“Will partner with other levels of government to conduct risk assessment for wastewater [sic] discharge, determine need for increased capacity and level of sewage treatment to accommodate new commercial development and	Project: Environment; Project: Research sewer, Project: Research Development

		meet new regulatory requirements.” (p 34)	
	Steady Brook	“Investigate measures to improve the aesthetic quality of the Town’s drinking water.” and “Investigate measures to improve potable water quality.” (p 34)	Project: Environment
Project: Seniors Heritage	Cow Head	“Senior’s storytelling/ oral history project.” (p 25)	Project: History Preservation and Promotion
	Jackson's Arm	“Oral and living history project.” (p 25)	Project: History Preservation and Promotion
	Steady Brook	“Seniors Heritage Project.” (p 36)	Project: History Preservation and Promotion, Project: Museum
Project: Sewer	Deer Lake	“Complete Necessary Capital Works Projects” roads recapping, water and sewer (p 30)	Project: Sidewalks and Roads, Project: Water
	Norris Point	“Water and sewer servicing” (p 16) and “sewer system capacity and treatment plan (p 17)	Project: Research Sewer, Project: Water
	Glenburnie-Birchy Head-Shoal Brook	“Alternative Water/Sewer Treatment system” (p 36)	Project: water
	Humber Arm South	“Water and Sewer at Frenchman’s Cove”	Project: Water
	Cox's Cove	“Sewer Services for Balance of Hillview Drive.” and “Replace Sewer Outfall Pump (p 21)	
	Woody Point	“Alternative Water/Sewer Treatment system” (p 41) “Water and Lift System requires replacement and system upgrades.” (p 43)	Project: water
	Lark Harbour	“Pending Sewer Project.” (p 11)	
	Rocky Harbour	“Replace Water/Sewer Various Lanes.” (p 16)	Project: water
	Hampden	“Remove Bayside Sewage Treatment Plant.” (p 21)	
	Pasadena	“Extension of Canada Trail, other sidewalks, and storm sewer system.”	Project: Sidewalks and Roads, Project:

		(p 67)	Develop Walking Trails
	Pasadena	“Refurbishment of 8 sewage lift stations.” (p 63) “Refurbishment of 8 sewage lift stations.” (p 63) Trout River “Alternative Water/Sewer Treatment system” (p 45) “Sewer Lift System requires replacement and system upgrades.” (p 46)	Project: water
	Jackson's Arm	“Sewage infrastructure improvements.” and “Investigate options for sewage treatment.” (p 29)	Project: Research Sewage
	Mount Moriah	“Treat sewage on two remaining outfalls.” (p 22)	
	North Shore Bay of Islands	“Construct Treatment Plants for all sewage.” (p 34)	
Project: Sidewalks and Roads	Deer Lake	“Complete Necessary Capital Works Projects” roads recapping, water and sewer (p 30)	Project: Water, Project: Sewer
	Norris Point	Roads: Street upgrading (p 16) and “restructuring of the intersection of Neddies Harbour Road with Route 430 . . . ”	
	Humber Arm South	“Pavement of all by-roads”	
	Cow Head	“Pave side-roads” (p 53)	
	York Harbour	“Upgrade Road Networks.” (p 35)	
	Cox's Cove	Trail to Brakes Cove and Trail to Sammy’s Beach and Waterfront Boardwalk and Municipal Falls Deck and Water Elevation (p 24)	Project: Develop Walking Trails
	Cox's Cove	“Asphalt Surfacing of all Dirt Roads.” (p 21) and “Recap Willow Drive, Country Road and Main Street.” “Replace Curb Stops along waterfront.” and “Ditching and Culvert Replacement.” (p 21) Lark Harbour “Town Hall repairs and Town Hall Road repairs.” (p 12)	Project: Buildings and Equipment
	Rocky Harbour	“Lower Cove Road Booster Station”	

		(p 14)	
	Hampden	“Have finance committee continually monitor financial status.” and “Street upgrading program.” and “Chlorinator Access Road Bridge” (p 15) (Project: Monitor Finances, Project: Economic) Pasadena “Extension of Canada Trail, other sidewalks, and storm sewer system.” (p 67)	Project: Develop Walking Trails, Project: Sewage
	Pasadena	“Street recapping program” (p 62)	
	Trout River	Transportation linkages of waterways and trailways.” (p 59)	Project: Develop Walking Trails
	Jackson's Arm	“Pave by-roads” (p 28)	
	Mount Moriah	“Develop multi-year street upgrading program.” (p 16)	
	Massey Drive	“Sidewalks” (p 18)	
	Massey Drive	“Main Road Resurfacing.” (p 18)	
	Massey Drive	“Main Road Upgrading.” (p 18)	
	North Shore Bay of Islands	“Have finance committee continually monitor financial status.” and “Develop and continue street upgrading program.” (p 28)	Project: Monitor Finances, Project: Economic
	Steady Brook	“Instillation of sidewalks: Marble Drive (south side), Wilton Drive (east side)” (p 34)	
Project: Signage	Corner Brook	“Develop Signage and Wayfinding Strategy”	
	Reidville	“Develop Communications Plan” (p 79) (Project: Municipal Plan, Project: Council Outreach, Deer Lake, Reidville, Howley “Develop a Comprehensive Marketing Plan” (p 39)	(Project: Tourism Promotion
	Norris Point	“Civic signage, community identity and interpretation”	
	Glenburnie-Birchy Head-Shoal Brook	“To establish a Community Information Centre or Visitor’s	Project: Tourism Infrastructure and

		Kiosk” (p 74)	Programs
	Glenburnie-Birchy Head-Shoal Brook	“Tourism Gap Analysis and Tourism Management Plan” (p 47) and “To align fishing activities with tourism activities.” (p 48) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park.	
	Cow Head	“Head Project” (p 27)	(Project: Tourism Infrastructure)
	Cox's Cove	Welcome Kiosk, Interpretive Kiosks (Main Street West and Hillview Drive) (p 23)	Project: Develop Tourism Infrastructure
	Woody Point	“Signage strategy.” (p 56)	
	Woody Point	“Tourism Gap Analysis and Tourism Management Plan” (p 52) and “To align fishing activities with tourism activities.” (p 54) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park	
	Rocky Harbour	“Develop interpretive panel system for trails and town.” and “Promote local culture in schools.” (p 20)	Project: History Preservation and Promotion, Project: Public Education
	Hampden	“Develop interpretive panel system for trails and town.” and “Promote local culture in schools.” (p 19)	Project: History Preservation and Promotion, Project: Public Education
	Pasadena	“Research and interpret Pasadena’s cultural and natural history.” (p 88)	Project: Museum, Project: History Preservation and Promotion
	Trout River	“To provide mapping and interpretation boards to existing trails and archaeological features.” (p 94)	Project: Mapping
	Trout River	“Tourism Gap Analysis and Tourism Management Plan” (p 58) and “Encourage rebranding of Trout	

		River Pond” (p 60) and “To align fishing activities with tourism activities.” (p 61) and “To align the marketing of local attractions to e closed (sic) aligned with the marketing strategy for Gros Morne National Park	
	Jackson's Arm	<p>“Continued development of the Ford Heritage Property and its programming.” and “Develop interpretation boards/community story board.” (p 25) (Project: History Preservation and Promotion Mount Moriah “Develop interpretive panel system.” (p 20) (Project: Tourism Infrastructure)</p> <p>Mount Moriah “Build viewparks, lookouts.” (p 16) (Project: Develop Tourism Infrastructure)</p> <p>North Shore Bay of Islands “Develop tourism infrastructure.” (p 28) and “Develop interpretive panel system” (p 32) and “Build viewparks, lookouts.” (p 34)(Project: Develop Tourism Infrastructure)</p> <p>Steady Brook “Undertake a Civic Signage Initiative: Develop Community wayfinding and interpretive signage, Prepare a community map” (p 36)</p>	
Project: Social Support Services	Deer Lake	“Preserve Deer Lake Clinic” (p 42)	Project: Lobby for Improved Goods and Services
	Deer Lake	<p>“Maintain Current Level of Support to the Community’s Senior Population” (p 41) and Cormack: “Offer more recreation activities to keep residents, especially seniors, active in mind and body” (p 61) and Reidville: “Accommodate to the Senior Population in the Community” (p 84) and Howley: “Establish a 50 Plus Club in the Community”(p 96)</p>	Project: Develop Recreation Programs/Facilities
	St. Paul's Parsons Pond, Daniel's	“Develop a plan for senior services” (p 17)	

	Harbour		
	Humber Arm South	“Resource Centre”	
	Cow Head	“Create a volunteer assistance service for seniors” (p 45)	Project: Encourage Volunteerism
	Pasadena	“Ensure adequate child and family support services.” (p 78)	
Project: Staff Education	Cow Head	“Investigate funding for an economic development staff person” (p 67)	Project: Research Development
	Jackson's Arm	“Staff and councillor training” and “Increased Town attendance at MNL events.” (p 37)	Project: Governance, Project: Create Effective Council; Project: Governance
Project: Stronger Implementation of Laws	Humber Arm South	“Stronger implementation of Town by-laws”	
Project: Support and Promote Local Business	Reidville	“Attract Business Involvement” (p 81)	
	Reidville	“Develop a community market” (p 79)	Project: Research Development
	Cormack	“Increase business diversity in the Community.” (p 61)	
	St. Paul's Parsons Pond, Daniel's Harbour	“Continue seeking partnerships for employment and supporting new local businesses.” (p 18)	Project: Regional Cooperation
	St. Paul's Parsons Pond, Daniel's Harbour	“Work on including heritage and arts in festivals and events, support local artists and artisans, develop market for locally-made goods, art, crafts, etc.” (p 17)	Project: Encourage Craft Culture, Project: History Preservation and Promotion, Project: Promote and plan community activities
	Glenburnie-Birchy Head-Shoal Brook	“Promote Local Products.” (p 75)	
	Glenburnie-Birchy Head-Shoal Brook	“Ecotourism” and “Arts and Crafts Industry”	Project: Research Development
	Humber Arm South	“Bed/Breakfast business” and “Cabins”	Project: Develop Tourism Infrastructure and Programs

	Humber Arm South	“Craft Store”	Project: Encourage Craft Culture
	Humber Arm South	“Garage” and “Daycare Centre”	
	Cow Head	“Invite oil industry representatives to a meeting with Council, local businesses, and residents.” (p 72) and “hold an economic opportunity identification workshop” (p 73) and “Promote opportunities to residents and business owners.” (p 74)	Project: Council Outreach, Project: Economic
	Cow Head	“Support for Theatre Newfoundland and Labrador and Gros Morne Theatre Festival.” (p 22)	
	York Harbour	“Invite local businesses to be an integral part of our economic development.” (p 34) and “Celebrate local business success.” (p 36)	
	Woody Point	“Promote Local Products.” (p 90)	
	Woody Point	“Ecotourism” “Arts and Crafts Industry” and “Aquaculture”	Project: Research Development
	Pasadena	“Strengthen relationships with business community and economic development agencies.” (p 54) Trout River “Ecotourism” “Arts and Crafts Industry” and “Aquaculture”	Project: Research Development
	Jackson's Arm	“Review business support needs” “Identify and promote business opportunities” “Promote local business training and networking opportunities” and “Explore incentives for business development.” (p 33)	Project: Research development, Project: Economic
Project: T’Railway	Pasadena	“Promote a T’Railway bypass to reconnect Pasadena to the west side of Corner Brook.” (p 57)	
Project: Tourism Infrastructure and Programs	Howley	“Encourage Tourism” (p 102)	Project: Tourism Promotion
	Norris Point	“Town Events areas and visitor arrival centre” (p 19)	

	St. Paul's Parson's Pond, Daniel's Harbour	“Develop linkages between community assets in tourism, the fishery, and regional cooperation.” (p 18)	Project: Fishery
	Glenburnie-Birchy Head-Shoal Brook	“To establish a Community Information Centre or Visitor’s Kiosk” (p 74) (Project: Signage) Glenburnie-Birchy Head-Shoal Brook “Tourism Gap Analysis and Tourism Management Plan” (p 47) and “To align fishing activities with tourism activities.” (p 48) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” Humber Arm South “Bed/Breakfast business” and “Cabins”	Project: Support and Promote Local Business
	Cow Head	“Head Project” (p 27)	Project: Signage
	Cox's Cove	Welcome Kiosk, Interpretive Kiosks (Main Street West and Hillview Drive) (p 23)	Project: Signage
	Woody Point	“Tourism Gap Analysis and Tourism Management Plan” (p 52) and “To align fishing activities with tourism activities.” (p 54) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park”	
	Rocky Harbour	“Build viewpoints, lookouts.” (p 22)	
	Hampden	“Build viewpoints, lookouts.” (p 21)	
	Trout River	“Tourism Gap Analysis and Tourism Management Plan” (p 58) and “Encourage rebranding of Trout River Pond” (p 60) and “To align fishing activities with tourism activities.” (p 61) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 63)	Project: Signage

	Jackson's Arm	“Regional tourism plan development” and “Delivery of infrastructure projects identified in the tourism plan” and “Investigate tourism training opportunities” (p 34)	Project: Regional Tourism Plan
	Mount Moriah	Develop interpretive panel system.” (p 20)	Project: Signage
	Mount Moriah	“Build viewparks, lookouts.” (p 16)	Project: Signage
	North Shore Bay of Islands	“Develop tourism infrastructure.” (p 28) and “Develop interpretive panel system” (p 32) and “Build viewparks, lookouts.” (p 34)	Project: Signage
Project: Tourism Promotion	Howley	“Encourage Tourism” (p 102)	Project: Tourism Promotion
	Deer Lake, Cormack, Reidville, Howley	“Develop a Comprehensive Marketing Plan” (p 39)	Project: Signage
	Glenburnie-Birchy Head-Shoal Brook	“Tourism Gap Analysis and Tourism Management Plan” (p 47) and “To align fishing activities with tourism activities.” (p 48) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 50)	Project: Tourism Infrastructure
	Humber Arm South	“Attract tourists to Town”	
	York Harbour	“Collect Data on tourism.” (p 37)	
	Woody Point	“Tourism Gap Analysis and Tourism Management Plan” (p 52) and “To align fishing activities with tourism activities.” (p 54) and “To align the marketing of local attractions to be closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 58)	Project: Tourism Infrastructure, Project: Signage
	Rocky Harbour	“Promote tourist oriented Carnivals/Festivals.” (p 16)	
	Trout River	“Tourism Gap Analysis and Tourism Management Plan” (p 58) and “Encourage rebranding of Trout	Project: Tourism Infrastructure, Project: Regional Tourism

		River Pond” (p 60) and “To align fishing activities with tourism activities.” (p 61) and “To align the marketing of local attractions to e closed (sic) aligned with the marketing strategy for Gros Morne National Park” (p 63)	Plan,Project: Signage
Project: Transportation	Corner Brook	“Develop policies for managing parking in the priority areas of the City. . .”	
	Corner Brook	“Undertake Traffic Impact Analysis for this area to reduce the auto-oriented character of this street system” and “Undertake a review of transportation design standards to ensure they enable and do not impede universal access” and “Implement the recommendations of the Transit Improvement Plan” and “Develop a Share the Road Campaign in partnership with key community stakeholders.”	
	Deer Lake	“Increase and Develop Transportation Services and Capacity” (p 30)	Project: Transportation
Project: Update Flood Risk Mapping	Corner Brook	“Develop Flood Risk Mapping” and Re-Assessment of Existing Hazard Areas on a Bi-Annual Basis” Cox's Cove “Revisit Flood Plain Study of Frequency and Severity.” (p 22)	
	Steady Brook	“Update Flood Risk Mapping.”	Project: Environmental
Project: Waste Management Control	St. Paul's Parson's Pond Daniel's Harbour	“Include waste diversion and waste reduction initiatives in waste management planning.” (p 15)	Project: Reduce Waste
	Glenburnie-Birchy Head-Shoal Brook	“Waste Management/Waste Reduction and composting programs.” (pg 38-39)	Project: Reduce Waste
	Humber Arm South	“Part of Provincial Program of Waste Removal”	
	Humber Arm South	“Removal of hazardous waste”	

	Woody Point	“Waste Management/Waste Reduction and composting programs.” (pg 45-46)	Project: Community Composting, Project: Reduce Waste
	Rocky Harbour	“Stop illegal dumping.” (p 22)	
	Hamden	“Stop illegal dumping.” (p 21)	
	Pasadena	“Benefit-cost assessment of regional waste management site in Pasadena.” (p 46)	
	Pasadena	“Eliminate illegal dumping.” (p 45)	
	Trout River	“Waste Management/Waste Reduction and composting programs.” (pg 49-50)	Project: Community Composting, Project: Reduce Waste)
	Jackson's Arm	“Promote and develop community composting projects.”	(Project: Environmental, Project: Community Composting)
	Mount Moriah	“Stop illegal dumping.” (p 22)	
	North Shore Bay of Islands	“Stop illegal dumping.” (p 34)	
Project: Water	Corner Brook	“Undertake Assessment of the existing Stormwater Management Guidelines, separate stormwater and washwater systems, Develop Stormwater Management Guidelines”	Project: Develop stormwater management manual
	Corner Brook	“Develop Water Conservation Education Campaign”	Project: Reduce Waste, Project: Public Education
	Corner Brook	“Conduct review of the Watershed Management Plan every five years, Work with Monitoring Committee of the Corner Brook Watershed Management Committee to implement the watershed action plan and to develop Best Management Practices for Land Uses”	
	Howley	“Purchase and Install New Pumping System” (p 99)	Project: infrastructure, Project: water
	Reidville:	“Extend Waterline toward Route 430” (p 78)	

	Deer Lake	“Complete Necessary Capital Works Projects” roads recapping, water and sewer (p 30)	(Project: Sidewalks and Roads, Project: Sewer
	Norris Point	“Water and sewer servicing” (p 16) and “sewer system capacity and treatment plan (p 17)	Project: Research Sewer, Project: Sewer
	St. Paul's Parsons Pond Daniel's Harbour	“Foster partnerships for investment in peat filter wastewater treatment systems.” (p 15)	Project: Environmental
	Glenburnie-Birchy Head-Shoal Brook	“Encourage water conservation and grey-water re-use.” (p 42)	Project: Reduce Waste
	Glenburnie-Birchy Head-Shoal Brook	“Identify current servicing ability and support water conservation initiatives.” (p 41)	
	Glenburnie-Birchy Head-Shoal Brook	“Alternative Water/Sewer Treatment system” (p 36)	Project: Sewer
	Humber Arm South	“Water and Sewer at Frenchman’s Cove”	(Project: Sewer
	Cow Head	“Water treatment project” (p 54)	Project: Research Water
	Cow Head	“Watershed management and protection of water supply”	
	Cox's Cove	“Remediation of Frenchman’s Pond Water main.” and “Extension of Frenchman’s Pond Water supply to Hillview Drive West.” (p 21)	
	Woody Point	“Alternative Water/Sewer Treatment system” (p 41) “Water and Lift System requires replacement and system upgrades.” (p 43)	Project: Sewage
	Woody Point	“Identify current servicing ability and support water conservation initiatives.” (p 47)	Project: Sewage
	Lark Harbour	“New water project.” (p 10)	
	Rocky Harbour	“Reduce water consumption” (p 22)	
	Rocky Harbour	Replace Water/Sewer Various Lanes.” (p 16)	Project: Sewer
	Rocky Harbour	“Install Water Filtration System.” (p 14)	

	Hampden	“Reduce water consumption” (p 21)	
	Pasadena	“Extend water supply intake.” (p 66)	
	Pasadena	“Reduce water consumption” (p 41)	Project: Reduce Waste
	Pasadena	“Develop stormwater management manual” (p 39)	Project: Environment
	Pasadena	“Protect water resources and environmentally sensitive areas.” (p 35)	Project: Environment
	Trout River	“To encourage water conservation and grey-water re-use.” (p 51)	
	Trout River	“Alternative Water/Sewer Treatment system” (p 45) “Sewer Lift System requires replacement and system upgrades.” (p 46)	Project: Sewage
	Jackson's Arm	“Bay water quality improvement project.” and “Raise awareness of water conservation issues.” (p 22)	Project: Environment
	Mount Moriah	“Reduce water consumption.” (p 22)	
	Mount Moriah	“Protect water resources and sensitive areas.” (p 22)	Project: Protect Natural Areas
	Massey Drive	“Water Boosting Station.” (p 18)	
	North Shore Bay of Islands	“Reduce water consumption.” (p 34)	