



Portugal Cove-St. Philip's

Integrated Community Sustainability Plan



July 22nd, 2010
L65630011



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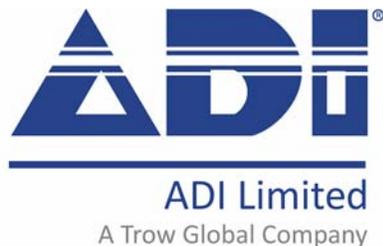


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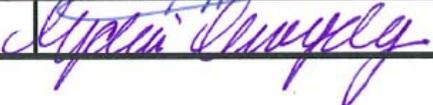
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ADI Quality System Checks	
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Reviewed By: Lydia Lewycky	

1.0 Introduction

1.1 Purpose

In 2006, the federal and provincial governments signed the Canada-Newfoundland and Labrador Agreement on the Transfer of Federal Gas Tax Revenues (the Gas Tax Agreement). Gas tax funds are designated for environmentally sustainable municipal infrastructure projects that result in cleaner air, cleaner water and reduced greenhouse gas emissions. Eligible project categories include water, wastewater management, solid waste management, public transit, community energy systems, municipal capacity building, and roads and bridges.

The Gas Tax Agreement includes a clause that requires municipalities to develop ICSPs in order to secure continued access to their allocation of funds under the Gas Tax Agreement. Municipalities are permitted to use a portion of their gas tax allocation to develop these plans.

In its most basic form, an ICSP is a strategic plan that addresses long-term community sustainability. The purpose of this ICSP for the Town of Portugal Cove-St. Philip's is to provide the Department of Municipal Affairs with a record of the Town's sustainability vision, goals and actions for the next five years. The plan will also assist the Town to realize its environmental, economic, social, cultural and governance sustainability objectives.

While it can be common for communities to remain stuck in a short-term timeframe, the ICSP process takes a long-term approach to planning. It helps to develop strategies that build on the community's strengths and ensures that future generations are able to live healthy and productive lives.

The Town of Portugal Cove-St. Philip's engaged the consulting services of ADI Limited to prepare their ICSP. This plan will fulfill the Town's requirement under the Gas Tax Agreement. While the ICSP is a stand-alone document, it is meant to complement existing planning documents, such as the Municipal Plan Review (2009) and associated Background Report (2006), the Parks & Recreation Master Plan (2007), and the Town Strategic Plan (2007), among others.



1.2 Community Profile

This section provides a brief background of Portugal Cove-St. Philip's by giving an overview of some of its key features, including its people, economy, physical environment, culture and municipal infrastructure.

The Town of Portugal Cove-St. Philip's is one of the most desirable and sought after places to live in the Province. Its close proximity to the international airport, direct access to the TransCanada Highway, magnificent coastal views, and recent municipal infrastructure improvements, such as the new town waste water treatment facility, have all encouraged an influx of residents to the Town. It is a town that has had to find ways to address the unique needs of its long-standing residents with those of more recent arrivals, all the while attempting to maintain its rural charm in the face of increased pressures to suburbanize.

Since its 1992 amalgamation, the Town of Portugal Cove-St. Philip's has grown at a significantly faster pace than the provincial average. According to the 2006 Census, the Town's population stood at 6,575, an increase of 14 percent from 10 years earlier. In contrast, the City of St. John's lost 1.3% of its population, while the Province shrunk by more than eight percent.

Population Change – 1996 to 2006			
	Portugal Cove-St. Philip's	St. John's	Newfoundland & Labrador
1996	5,773	101,936	551,792
2001	5,866	99,182	512,930
2006	6,575	100,646	505,469
% Change	+13.9%	-1.3%	-8.4%

Source: Statistics Canada, Community Profiles 1996-2006

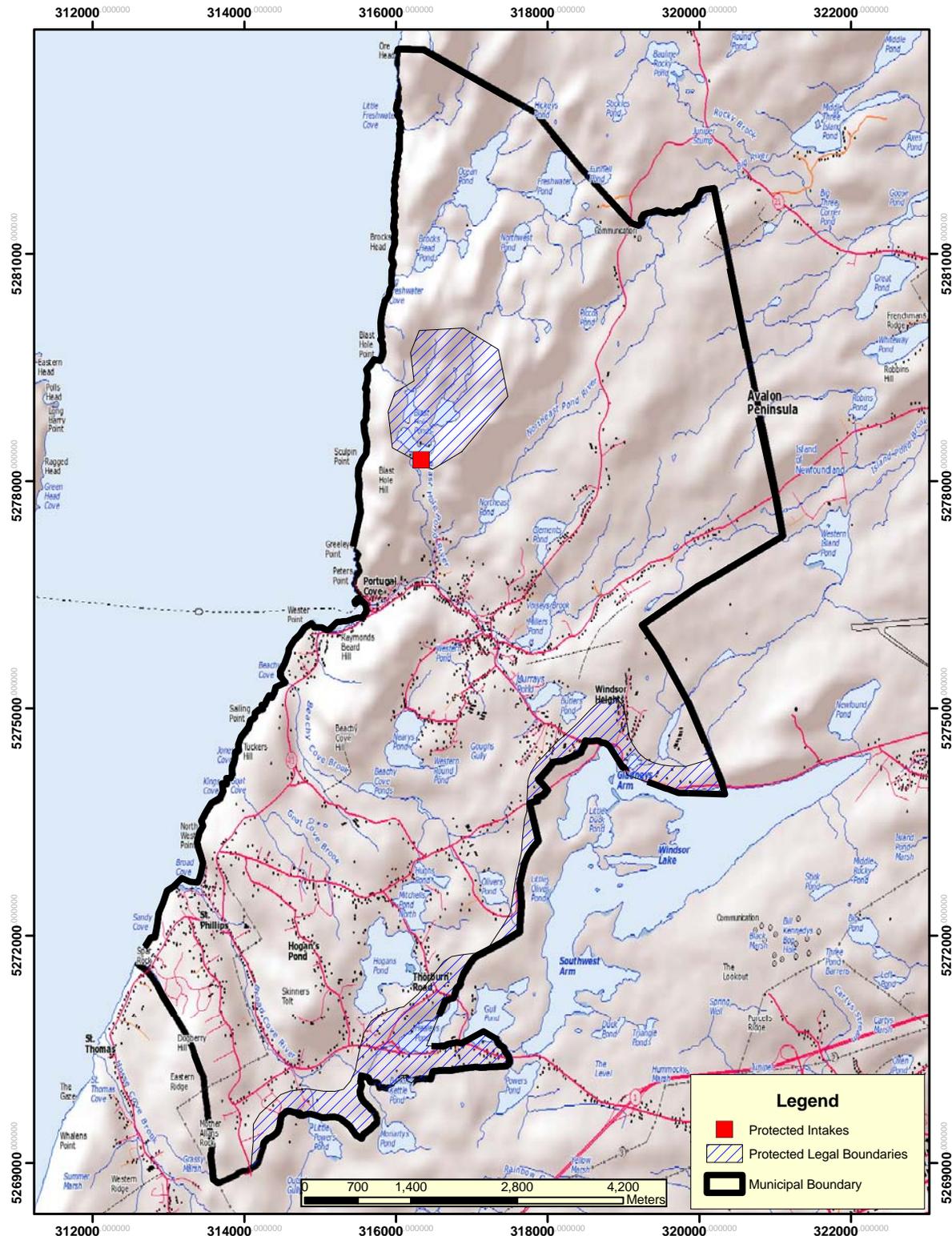
In addition to being one of the fastest growing municipalities in the Province, it is also one of the largest. The Town's 6,500 residents are spread out across a vast municipal territory of 59.7 square kilometers (see Map 1). For the most part, development is thinly-distributed across the municipality, separated by large tracts of rural land and open space. Low density ribbon development along many of the Town's roads contrasts to the fairly dense development that occurred historically in areas such as Portugal Cove Harbour.

In spite of its geographic size, only a small portion of the Town's land is suitable for development. Topographic and regulatory factors (such as airport noise and agricultural reserves) have limited the amount of land suitable for development in the Town, although more so in the Portugal Cove area than in the St. Philip's portion of Town. In total, only about one-third of the municipal territory is available for development.

Generally speaking, Portugal Cove-St. Philip's has a relatively young (2006 median age of 38.7) and educated population with median family and household incomes far surpassing provincial levels. This has resulted in a housing stock dominated by sizable single-family dwellings. In fact, most of the Town's building stock is dominated by such dwellings.

Commercial and industrial uses are minor uses in Portugal Cove-St. Philip's. The Town does not have a defined commercial area within the Town and most residents must travel to nearby communities, such as St. John's and Mount Pearl for retail purchases and service needs. The lack of commercial enterprises in the Town also results in a tax base that is heavily reliant upon residential growth. According to the Town's 2010 Budget, residential property taxes account for 91% of the Town's tax base, while commercial (business) taxes account for only 9%.

Map 1: Portugal Cove-St. Philip's



Agriculture is a traditional industry in the area and continues to be a source of employment in the Town. As is the case in many growing communities, tensions exist as new residential development continues to encroach on existing agricultural areas. There are also concerns surrounding the environmental impact of agricultural lands as many farms are located at the headwaters of natural drainage systems.

Due to its widely varied topography and history as separate communities, rather than as one comprehensively-planned community, the Town is served by a loose network of winding arterial and collector routes, including Portugal Cove Road, Thorburn Road, Indian Meal Line, Bauline Line Extension, Beachy Cove Road, Tuckers Hill Road and Witch Hazel Road. A number of local roads provide access to residential areas and subdivisions. The main collector road system, Portugal Cove Road, is provincially-owned and operated.

The Town has made numerous major investments in municipal infrastructure in recent years that has allowed it to continue to grow. In 2004, the Town was connected to the St. John's Regional Water Supply which has improved the reach of municipal services to local residents. Prior to that, the Town was served by a reservoir at Blast Hole Pond, which limited piped services to lands below an elevation of 130m. A wastewater treatment facility was commissioned in St. Philip's in 2004, followed by one in the Portugal Cove portion of the Town in 2008. The latter facility put an end to the discharge of raw sewage from Portugal Cove into Conception Bay. Plans are also in place to extend water and sewer trunk systems beyond current limits.

In spite of recent investments in municipal infrastructure, the Town continues to have ongoing problems with localized storm flooding caused by undersized culverts and bridges. Main River/Murray's Pond River and Broad Cove River are the two main areas of concern for flood management in the Town.



2.0 Community Sustainability Assessment

Sustainable planning examines how people, businesses, and organizations can work together to build their communities and improve the health of citizens while preserving the environment for future generations. In doing so, communities can better understand the connections between economic development, the environment, culture, government and social services.

Viewing sustainability as related to these main aspects of community is helpful for identifying community issues and understanding the multi-faceted ways in which a community can implement sustainable development.

Assessing a community's existing infrastructure, economy, social, cultural, environmental and governance status will help identify areas of needs and assets that can be improved through the ICSP process. A two-step process was undertaken to complete the community assessment for Portugal Cove-St. Philip's. First, Council was asked to complete a streamlined version of the Municipal Sustainability Self-Assessment Survey. Secondly, existing plans and policies were consulted to see what key issues had already been identified by the community.

2.1 Municipal Sustainability Self-Assessment

The Municipal Sustainability Self-Assessment Survey is a tool through which municipalities can evaluate the status of their financial and operational positions and determine for themselves their ability to effectively and efficiently deliver municipal services.

The intent of the self-assessment is to allow municipal leaders to begin with an internally-focused reflection on the sustainability of their local government. The self-assessment questionnaire is divided into seven categories, covering the major roles and responsibilities of incorporated municipalities, indicators of community sustainability more broadly, as well as the state of, and opportunities for, regional cooperation.

For the most part, the Town performed well in most of the areas of basic sustainability. Of the 74 questions posed, 61 were answered with a positive response of "Yes", while 13 were answered with a negative response of "No" or "To Some Degree" (TSD in the chart on the following page). As outlined in the Department of Municipal Affairs Integrated Community Sustainability Plan Guide (April 2009), all questions that are answered with "No" must be addressed in the ICSP with goals, actions and a timeline to work toward a positive outcome. For Portugal Cove-St. Philip's, the following 13 items will need to be addressed:

Appendix A contains a list of all of Council's answers to the Municipal Sustainability Self-Assessment.

Questions of Sustainability: Sustainability Self-Assessment Questionnaire	Y	N	TSD
Was the voter turnout in the last municipal general Election satisfactory?			X
Does your municipality have an economic development plan?		X	
Does your municipality have a comprehensive sustainability plan?		X	
Does your municipality have a formal process to monitor the sustainability of your community and progress in implementing development plans?		X	
Does your municipality have a non-deposit recycling program?		X	
Does your municipality have a program for collecting, handling and safely disposing of hazardous waste?		X	
Does your municipality have existing green space, parks or walking trails?			X
Does your municipality provide residents with access to recreation facilities that meet your community's needs?			X
Does the municipality presently participate in a service sharing arrangement with an adjacent municipality or LSD?		X	
Is your council involved in taking steps to reduce greenhouse gas emissions or reducing energy consumption in your municipality?			X
Has your Council introduced policies or programs to encourage reduced energy consumption within the community?			X
Has your Council introduced policies or programs to encourage reduced water consumption within the community?		X	
Does your Council have an integrated environmental management plan in place?		X	

2.2 Assessment of Existing Plans & Policies

A stand-alone ICSP is not meant to start the planning process from scratch, but rather complement and build upon existing plans and policies that a community already has in place. In the case of Portugal Cove-St. Philip's, six main planning documents are important to reference to obtain a better understanding of the key issues facing the community:

- The Municipal Plan Background Report (2006) and Draft Municipal Plan Review (2009)
- The Draft Recreation Master Plan (2007)
- The Town Strategic Plan (2007)
- The Northeast Avalon Regional Plan (ongoing)
- The Town of Portugal Cove-St. Philip's Storm Water Management Plan
- The Bell Island Ferry Terminal Gateways Proposal

The Northeast Avalon Regional Plan (NEAR Plan) is still in the early planning stages. Once complete, regulations in the NEAR Plan will supercede those of the Town. While no finalized plan is available for review as part of this ICSP, documents from the municipal consultations that were held as part of the regional planning process have been referenced in this report.

Each of the six documents listed are relatively recent reports that involved some type of consultation process, whether with the community or with Council and Town Staff. Taken together, the reports offer a comprehensive overview of the key issues facing Portugal Cove-St. Philip's.

2.2.1 Municipal Plan Background Report (2006) & Draft Municipal Plan Review (2009)

In 2006, SGE Acres Limited completed the Background Report for Municipal Plan and Development Regulations. The document provides a comprehensive overview of existing conditions in the Town of Portugal Cove-St. Philip's. Three years later, in 2009, Hatch Mott MacDonald released the Portugal Cove-St. Philip's Municipal Plan (Draft) which includes updates to the Background Report's 2006 findings, as well as key goals and objectives and a series of land use policies.

The draft Municipal Plan establishes guidelines for future development of the Town by setting out a ten-year land use strategy for land use development, business and resource development, and environmental protection. The overall intent of the plan "is to ensure the continuance of a vibrant community and to maintain the traditional rural character of Portugal Cove-St. Philip's. This is important to provide continuity with the past, achieve the Town's development vision, and maintain a distinct identity within the Northeast Avalon Region."

In relation to the general layout of the Town, the draft Municipal Plan lays out four key general land use policies:

1. Council will encourage the consolidation of development in existing developed areas, particularly areas that can be economically connected with existing piped water and/or sewer services.
2. Council will discourage the spreading-out of development in more remote, less developed areas where the extension of piped services cannot be realistically expected in the foreseeable future.
3. In areas that are located reasonably close to existing piped services, Council will require all larger subdivision developments to be connected to these services.
4. In areas where extension of piped services cannot be expected in the next ten years, Council will allow only a development form and density that is sustainable in relation to the effects of development on the quantity and quality of well water supplies.

2.2.2 Portugal Cove-St. Philip's Parks & Recreation Master Plan (2007)

In July 2005, the Town of Portugal Cove-St. Philip's retained Tract Consulting Inc. to prepare a Parks and Recreation Master Plan. The purpose of the plan was threefold: 1) provide long-range Parks and Recreation planning guidelines; 2) prepare conceptual plans for park infrastructure and identify recreation programming priorities; and 3) clearly articulate recreation development strategies for the Town.

The Parks & Recreation Master Plan identified a series of key challenges facing the Town, mostly related to maintenance and capacity issues of recreation facilities and programs in light of the rapidly-growing population. A need to refine, formalize and integrate walking trails, ATV/snowmobile trails, and linear park systems was also identified.

The Plan concluded by making a variety of recommendations that, if implemented, would help the Town meet the needs of the existing community. Some of the key recommendations include:

- Open space network development;
- Multi-purpose Edu-Rec Centre Development at Beachy Cove Elementary School;
- Park Development (including Rainbow Gully; Voisey's Brook; Portugal Cove Park; Greyman's Beard; St. Philip's Beach and Marina; Neary's Pond; and Beachy Cove Falls);
- Gateway Park Development at Portugal Cove Wharf;
- Heritage Park Development (including St. Philip's Anglican Church; Holy Rosary Roman Catholic Church;
- Blast Hole Pond Outdoor Adventure Centre Development;
- Freshwater Forest Cottage Development;
- Farmers' Market Development.

2.2.3 Town of Portugal Cove-St. Philip's Strategic Plan (2007-2010)

The Town Strategic Plan (2007) was an internal report that attempted to establish and prioritize Council's direction on several critical areas. The report provides a vision statement and mission statement and identifies five Council-approved "critical areas" that were to take precedence over the course of the past three years:

- Accountability and improved community relations;
- Planning and development;
- Environmental programs and awareness;
- Finance/administration and an organizational review;
- Recreation programs and facilities.

All of these critical areas overlap with one or more of the five pillars of sustainability as defined in the ICSP process. A full list of the goals listed under each of the five critical areas is contained in **Appendix B**.

2.2.4 Northeast Avalon Regional (NEAR) Plan (2009 Consultation)

In 2009, the Department of Municipal Affairs initiated the process for the preparation of a new regional plan that will guide future growth and development in the Northeast Avalon Peninsula. The NEAR Plan will provide a fresh vision for the region to better enable 15 local municipalities to respond to current issues including population growth, development demand, the need for new economic opportunities and regional services.

As part of the planning process, municipalities were consulted so the project planning team could get a better understanding of the key issues facing the region's municipalities. In July 2009, members of Council and Staff met with the project planning team to discuss local issues.

2.2.5 Town of Portugal Cove-St. Philip's Storm Water Management Plan

In April 2006, Newfoundland and Labrador Consulting Engineers Ltd. (NLCEL) was engaged by the Town of Portugal Cove-St. Philip's to conduct an investigation into the existing and future flow capacity of two local drainage systems: the Murrays Pond Brook System and the Broad Cove River System.

The report was intended to assess the existing river system infrastructure and determine the need and costs to upgrade existing structures, such as culverts, bridges and embankments. Following a review of the Town's existing storm runoff systems, NLCEL determined that the majority of existing structures along Broad Cove River and Murrays Pond Brook Systems warranted major upgrading or replacement. Based on this assessment, the total projected cost of upgrading and replacement is \$4,294,134.72. This report concludes with the recommendation that the Town implement a fiscal strategy to address the needed upgrades.

2.2.6 Bell Island Ferry Terminal Gateways Proposal

In January 2007, the Towns of Portugal Cove-St. Philip's and Wabana, with the support of the Provincial Department of Works, Services and Transportation, proposed a development model for the upgrading of existing Ferry Terminals and surrounding landscapes. Tract Consulting Inc. was engaged by both Towns to prepare site plans and new building schematics for proposed ferry terminal buildings and associated landscape developments at Portugal Cove-St. Philip's and Bell Island.

This proposal was developed to support the Provincial Department in its effort to provide ferry service operations at both sites; and to enhance their potential to serve as Gateway Parks in each community, supporting tourism investment and economic development.

2.3 Summary of Identified Sustainability Issues

The following sub-sections summarize the issues identified in existing plans for Portugal Cove-St. Philip's as related to the five pillars of sustainability.





2.3.1 Environmental Issues

Portugal Cove-St. Philip's natural environment is one of the Town's key selling points. Protecting the environment is essential to keeping the Town an attractive place to live and visit. Rapid development has placed additional stress upon the Town's natural resources, including protected lands (wetlands, forests and farms), as well as the local water supply. The reduction and treatment of municipal waste streams, and the preservation of watersheds and agricultural lands are environmental issues that need to be addressed. Other key environmental issues that are identified include:

- lack of clarity around environmental policies (no Environmental Policy, Municipal Plan Review not complete, no Coastal Zone Management policy, watershed boundary);
- groundwater levels have lowered in some areas of town;
- need to manage new un-serviced development to ensure switch to municipal services won't be required;
- undersized culverts and bridges leading to issues with localized flooding;
- noise pollution from airport and lack of information surrounding potential expansion;
- location of several farms at headwaters of natural drainage systems within the Town may also be an issue if runoff is getting into water;
- need to protect environmentally-sensitive areas (wetlands, ponds, forests, etc.);
- need to mitigate potential hazards associated with run-off from new and serviced subdivisions (particularly the danger of contamination of wells and septic system of existing residences which may be downhill from new subdivisions that use cosmetic pesticides).

2.3.2 Economic Issues

The Town continues to rely on a disproportionately small commercial tax base, an issue that was identified in both municipal plan documents as well as the Town's Strategic Plan. Commercial and industrial uses are minor uses in Portugal Cove-St. Philip's. The Town does not have a defined commercial area within the Town and most residents must travel to nearby communities, such as St. John's and Mount Pearl for retail purchases and service needs.

The lack of commercial enterprises in the Town also results in a tax base that is heavily reliant upon residential growth. According to the Town's 2010 Budget, residential property taxes account for 91% of the Town's tax base, while commercial (business) taxes account for only 9%. This creates a Town budget that is heavily reliant upon a positive housing cycle. Key economic issues can be summarized as follows:

- tax base is highly dependent upon residential tax base due to lack of local commercial enterprises;
- need to designate land for, and encourage new businesses to set up in, a central commercial area or business/technology park;
- need to ensure that new development does not place undue burden on municipal services;



- the sheer size of the Town makes providing services costly. Low-density ribbon development needs to be selectively controlled to allow a development pattern that can be serviced economically and efficiently by the Town;
- traffic congestion is increasing, especially along Portugal Cove and Thorburn Roads, due to increasing number of daily commuters and no options for shuttle busses or public transportation;
- there are significant road network deficiencies (repairs, realignments, congestion);
- the Town's debt ratio stands at 22% (41% of 2010 Budget towards total debt charges);
- need to carefully balance the intent of existing land use and development regulations with need to support the development of new small businesses.

2.3.3 Social Issues

Unlike most municipalities in Newfoundland & Labrador, the challenge for Portugal Cove-St. Philip's is to manage the rapid growth that has occurred within its borders over the course of the past decade. While the Province has lost more than eight percent of its total population, the Town has increased in size by almost fourteen percent. This rapid pace of growth has placed considerable pressure on the rural character of the Town and has created a variety of existing and potential land use conflicts within the Town's municipal borders.

The Town of Portugal Cove-St. Philip's shows a lot of community spirit that should be recognized and continually supported. The great range and commitment of local volunteers; established partnerships between seniors' groups and churches; and various recreation and leisure opportunities attests to the Town's strong sense of community. In addition, the Town hopes to acquire 50 acres of Crown Land located adjacent to a local park, which would enable the development of a supplementary area for walking trails and appreciation of nature.

Key social issues can be summarized as follows:

- need to accommodate a range of family incomes and housing types that are appropriate to the rural character of the community (including those for an aging population);
- land use conflicts between existing agricultural and new residential lands;
- need to balance existing traditional rural character with the changing needs of a newer population;
- many longtime residents having difficulties with soaring assessed values and taxation;
- need to explore how local volunteerism can be supported (potentially through the recognition of volunteers through a local volunteer registry);
- need to explore how seniors can be supported;
- need to revitalize the Recreation Commission to implement a vision for local recreation and leisure development;
- need to keep children in the community (need to address high school students leaving Town to attend school).



2.3.4 Cultural Issues

The rapid growth that has been occurring in Portugal Cove-St. Philip's over the course of the past decade has placed increasing pressure on the rural character of the Town. Many of the Town's residents are increasingly looking for recreational opportunities to live an active and healthy lifestyle. While many commute outside the Town boundaries for employment and commercial opportunities, most would like to remain in Town to take part in recreational activities.

In planning for the future, Portugal Cove-St. Philip's needs to consider how to balance its traditional way of life with the new realities of a growing and diversifying population. The Town has rich cultural values and tradition and it must determine how best to balance its traditional cultural landscapes while adapting to new cultural opportunities:

- need for new recreation facilities and improvements to existing facilities;
- need for new open space development and natural linear trail system;
- need to maintain Portugal Cove-St. Philip's as a rural alternative to urban St. John's;
- need to seek Public Library status for local library.



2.3.5 Governance Issues

The governance pillar of sustainability is unique to Newfoundland & Labrador. Ensuring an open and transparent government that has good relations with the community is important to ensuring the smooth operation of a municipality.

Portugal Cove-St. Philip's is a very politically active Town, in which a significant number of residents attend each Council meeting. Council now holds a Town Hall meeting following each Council meeting. This provides residents the opportunity to voice concerns, ask questions and provide valuable input to Council members; and simultaneously increases the level of accountability for Council.

In addition, the Committee structure of Council creates a more dynamic governance structure. These committees include: the Parks, Recreation and Community Services Committee, which focuses on a range of social issues; Economic Development and Tourism Committee; an ad hoc Community-based Heritage Committee; and a newly created Youth Committee.

The rapid expansion of the Town has obviously placed some additional pressures on the local government to respond to the servicing needs of the expanding population. Key governance issues in Portugal Cove-St. Philip's include:

- need for improved inter-governmental cooperation and communication (regional water supply, shared roads, Bell Island Ferry Terminal);
- need to continue to improve community-Council relations;
- need for comprehensive plans and policies (10-Year Financial Plan, new Municipal Plan, etc.).



3.0 ICSP Public Input Process

An ICSP is as much a process as it is a plan. The end result is more than a document; it is an ongoing process where the community is continually engaged in working together towards a sustainable future and linking this principle to realistic planning today. ADI Limited worked closely with Town Council, Staff and the public throughout the planning process.

3.1 Council Visioning Session

Prior to the public consultation sessions described below, ADI Limited met with Town Council and Staff. On the afternoon of February 25th, 2010, a Visioning Session with Council was held. The purpose of this meeting was to identify key community issues, better understand Council priorities and determine an appropriate vision statement for the ICSP.

3.2 Public Consultation

On February 25, 2010, a Public Forum was held at Portugal Cove-St. Philip's Town Hall from 7:00pm to 9:00pm. The purpose of the evening was threefold: introduce the community to the ICSP process and the planning team; have community members identify sustainable features of the Town; and have community members identify sustainability priorities in line with each of the five pillars of sustainability. Three "stations" were set up at which residents could take part in a different interactive activity.

Station One: Information Panels included a series of panels containing detailed information on what an ICSP is and how the ICSP process works. Project Planners were on hand to answer any additional questions residents may have had.

Station Two: Community Mapping was an interactive mapping exercise through which residents could identify what they believed the most sustainable features (assets) and least sustainable features (issues) of the community. Residents were asked to place green or red dots on the map to geographically locate their area of interest.

Station Three: Sustainability Priorities was the final interactive station. Residents had the opportunity to identify what they believed should be community priorities in each of the five sustainability pillars: environment, social, cultural, governance and economy. Residents had the opportunity to write their priorities on stick-it notes and place them on each of the five panels.

Approximately 60 residents attended this consultation session. From their input, planners obtained important information related to community priorities, which assisted with the creation of the ICSP.

A second consultation session was held on May 4th, 2010 at the Town of Portugal Cove St. Philip's Community Centre. At this Public Meeting, the findings of the initial draft ICSP were presented to community members to get their feedback on the goals and actions that emerged from the previous consultation sessions. Following the presentation, residents were given the opportunity to provide feedback on the goals and actions of the draft ICSP. Once again showing how engaged the residents of Portugal Cove-St. Philip's are, more than 50 residents attended the second consultation sessions.

3.3 Consultation Results

Council identified the following priorities:

- need to develop new recreation facilities;
- need to develop local business tax base;
- improved inter-governmental relations with St. John's;
- increased Town involvement in seniors and affordable housing;
- maintain rural character of the Town and build strong sense of community.

During the Town Council visioning session, it was agreed that the Vision Statement proposed in the Town Strategic Plan (2007) should be used as the vision for the ICSP.

We strive to become a proud, inclusive, and well managed municipality with a strong sense of community, and we are committed to retaining our rural character through well-planned and balanced development, and strong environmental initiatives.

Members of the community were asked to identify priorities in relation to each of the five pillars of sustainability. Based on feedback from residents, the following priorities were identified:

Environmental Priorities:

- develop a recycling program;
- protect sensitive lands (wetlands, forest, farms);
- protect water systems (ponds, watershed);
- maintain and improve green and natural spaces;
- control development to protect Town's character.

Economic Priorities:

- support small local businesses;
- create a business technology park or central commercial area;
- improve road conditions;
- build upon tourism potential.

Society Priorities:

- construct new recreation centre;
- improve trail system and promote active living;
- create quality open spaces (beaches, swimming holes, trails).

Cultural Priorities:

- save Old St. Philip's Church;
- preserve heritage sites and Town's rural character.

Governance Priorities:

- complete Municipal Plan Review Process (& Regional Plan);
- improve Council-Community relations.

A complete list of feedback from residents can be found in **Appendix C**. During the second public consultation session, the public also expressed their desire to see time-lines attached to each of the stated goals and actions. A timeline has been included in **Appendix D**, outlining the potential timeframe for each goal as short-term (less than 5 years); medium-term (5-10 years); long-term (more than 10 years); or ongoing.



4.0 Community Strategic Goals and Actions

The ICSP process allows for the development of goals and a framework for strategic actions, both designed to maintain and improve quality of life for residents of Portugal Cove-St. Philip's. It complements the Town's existing land use planning tools and contributes to enhancing the Town's position as a place to invest, work and play. The sustainable community planning process is intended to help the Town identify how it can improve self-reliance and community well-being. Furthermore, it provides the opportunity for Portugal Cove-St. Philip's to expand and refine its existing development strategy to address a wider range of sustainability issues. The sustainable planning issues discussed in section 2.3 and the priorities identified by the community in section 3.3 are now linked to goals and strategies in the tables below.

4.1 Goals, Actions & Strategies

Based on the feedback from Council and the community, as well as key issues identified in the review of existing plans, the following community goals and strategic actions were identified:

Goal	Action/Strategy	Contribution to Sustainability	Cost & Partners
ENVIRONMENT			
Reduce toxic chemicals entering the local ecosystem	Develop a hazardous waste collection and disposal program (potentially regional)	Proper disposal of hazardous waste reduces likelihood of contaminating local air and water.	Northeast Avalon Joint Council
Reduce energy and water Consumption	Conduct municipal energy audit and develop staff/community awareness program	Reduced energy consumption will result in cleaner air and reduced greenhouse gas emissions.	Atlantic Coastal Action Program (ACAP)
	Continue to investigate feasibility of alternative energy sources in municipal buildings		
	Develop staff/community awareness program for water conservation		
Protect natural watercourses and the local water supply	Develop a source water protection plan or a regional water plan	A source water protection plan will protect local watercourses and the local water supply; creating cleaner water; and will protect well water and septic systems from potential contamination from run-off	Northeast Avalon Joint Council
Protect local ecological integrity	Develop an Environmental Management Plan or an Environmental Policy as proposed in Town Strategic Plan	A clear approach to environmental protection will ensure cleaner water, air and reduced greenhouse gas Emissions	Canadian Wildlife Services & Water Fall Habitat Protection
Reduce amount of local waste	Explore options for regional collaboration in a non-deposit recycling program	A regional approach to recycling will divert waste from local Landfills	Northeast Avalon Joint Council
	Explore local partnership opportunities in a recycling/composting program	A local approach to recycling will build upon local organizational capacities and divert waste from local landfills	Local churches, schools and businesses
Reduce likelihood of local Flooding	Upgrade necessary bridge and culvert structures to meet capacity requirements	Infrastructure improvements will ensure the system has sufficient capacity to accommodate future growth and prevent localized flooding that can overwhelm water treatment plants.	Identified in 2011-2014 Capital Works Application (\$1,081,668) 80/20 Split with Province (\$216,334 Council share)
	Install a Storm Water System in Jenny Lynn Subdivision		Identified in 2011-2014 Capital Works Application (\$878,356) 80/20 Split with Province (\$175,6761 Council share)
Protect local coastal zone	Work with NEAR Plan project team to include Coastal Management Policy	A clear coastal management policy will prevent further coastal erosion	Northeast Avalon Joint Council/ Department of Municipal Affairs

Goal	Action/Strategy	Contribution to Sustainability	Cost & Partners
ECONOMIC			
Expand and diversify the local economy	Engage local partners to develop a diversification strategy	A strengthened local economy will make the Town less reliant on residential property taxes. It will also reduce greenhouse gasses by reducing necessity for out of town trips.	Local Businesses/ Northeast Avalon Regional Economic Development Board
	Complete a Feasibility Study to identify appropriate lands for a central commercial district or business/technology park		
	Develop an Economic Development Plan		
Improve quality of local road network	Continue paving and upgrading of local roads	Improves public safety and reduces long-term maintenance costs	Identified in 2011-2014 Capital Works Application (\$1,845,742) 80/20 split with Province (\$369,148 Council share)
Improve transportation options	Investigate the feasibility of implementing a regional public transportation service or a local shuttle bus service	Will reduce greenhouse gas emissions by providing alternative options to the single-occupant vehicle	Northeast Avalon Joint Council/St. John's Metro-bus/Town of Paradise/Town of Conception Bay South
Improve tourism potential of Town	Engage in tourism marketing strategies to promote Town elsewhere	A strengthened tourism industry will make the Town less reliant on residential property taxes	Northern Avalon Tourism Association/Northeast Avalon Regional Economic Development Board

Goal	Action/Strategy	Contribution to Sustainability	Cost & Partners
SOCIETY			
Support a variety of housing types including affordable and seniors housing	Review housing needs in the Town and develop a housing strategy	A variety of housing types creates an accessible housing supply for all residents	n/a
Improve healthy living and boost community spirit	Revitalize the Recreation Commission	Supports goal of improved healthy living and will reduce greenhouse gas emissions by offering local recreational opportunities	Recreation Commission
	Construct new community "hub" – Edu-Rec Centre		Local School District Identified in 2011-2014 Capital Works Application (\$11,300,000) 80/20 Split with Province (\$2,260,000 Council share)
	Install necessary water and sewer services for Edu-Rec Centre		Local School District Identified in 2011-2014 Capital Works Application (\$2,348,357) 80/20 Split with Province (\$469,671 Council share)
	Improve trail network and open spaces by implementing findings of Recreation Master Plan		Work with East Coast Trail Association
	Develop a local volunteer registry	Recognition and support of volunteerism	Community Members & Organizations
New servicing for unserved streets	Complete Thorburn Road Sanitary Sewer Extension	New pipes will prevent contamination of local groundwater and reduces homes using on-site services	Identified in 2011-2014 Capital Works Application (\$1,122,051) 80/20 Split with Province (\$224,410 Council share)
	Complete Skinners & Abbotts Road Sanitary Sewer Extension		Identified in 2011-2014 Capital Works Application (\$1,637,343) 80/20 Split with Province (\$327,469 Council share)
	Connect Neary's Pond Road area with sewer and water system		Identified in 2011-2014 Capital Works Application (\$1,478,975) 80/20 Split with Province (\$295,795 Council share)
Continue to build community spirit	Continue to work closely with community organizations	Improved community spirit will reduce local conflicts and ensure smooth relations	Community Members & Organizations
Keep children in the Community	Explore potential for local High School	Eliminate the need for high school students to leave town to attend school	Eastern School District

Goal	Action/Strategy	Contribution to Sustainability	Cost & Partners
CULTURE			
Promote the retention and enhancement of heritage buildings	Develop a list of properties for potential heritage designation	Contributes to social and cultural sustainability of the community	Community Members & Organizations
Promote Local Library	Seek Public Library status for library	Support local cultural development	Community Members & Library

Goal	Action/Strategy	Contribution to Sustainability	Cost & Partners
GOVERNANCE			
Clarity around existing policies	Move forward with existing Municipal Plan Review	A completed MP will provide clarity around a variety of land use policies, including those related to protection of local water and environmental lands	Community Members and Organizations
Strengthen Municipal-Provincial relations	Work with Province to develop Joint Management Strategy for areas of shared jurisdiction	A JMS will improve local safety (road management) and help protect agricultural lands (ADAs)	Northeast Avalon Joint Council/Province of Newfoundland & Labrador
Strengthen Municipal-Municipal relations	Continue to work with St. John's and other neighbouring municipalities to resolve existing areas of contention (watershed boundary, water supply, etc.)	Continued partnerships with surrounding municipalities will lead to sustainable regional decision-making	Northeast Avalon Joint Council
Strengthen Municipal-Community relations	Continue to involve community in municipal decision-making processes	Community involvement will ensure local policies are supported by all residents	Community Members and Organizations

4.2 Projects Supported By the Town

Gas tax funds are designated for environmentally sustainable municipal infrastructure. Eligible project categories include water, wastewater management, solid waste management, public transit, community energy systems, municipal capacity building, and roads and bridges, where it can be demonstrated that they will enhance environmental sustainability outcomes.

The comprehensive list of sustainability goals and actions listed above shows Portugal Cove-St. Philip's commitment to a sustainable future. Beginning October 2010, the Town will be allocated approximately \$1.1 million in gas tax funds over the course of the five year period 2010-2014:

2010	\$140,110.88
2011	\$280,221.75
2012	\$280,221.75
2013	\$280,221.75
2014	\$140,110.88

While all of the projects listed under the goals and actions will help the Town achieve its sustainable vision, only those projects that qualify under the Gas Tax Agreement can qualify for gas tax funds. As such, Council would like to direct its gas tax funds towards those projects identified under its 2011-2014 Multi-Year Capital Works Application. In order of priority:

Beachy Cove Region Water & Sewer Servicing: in order to operate the Edu-Rec Centre proposed in the Town's Recreation Master Plan, water and sewer servicing must be installed. Currently, the School relies on on-site drilled wells that are at capacity and will be unable to accommodate the addition of a Recreation Centre. A new Edu-Rec Centre will reduce greenhouse gas emissions significantly by providing both educational and recreational opportunities within the Town. Currently, residents must drive to neighbouring communities to access such facilities. New water and sewer services on this site will end the current facility's reliance on drilled wells and will allow all waste water from the Education-Recreation Centre to be treated at the Town's new Waste Water Treatment Plant.

...cleaner water

...reduced
greenhouse gas
emissions

Bridge & Culvert Structures: a major portion of the Town's existing bridge and culvert structures are under capacity, which leads to localized flooding issues during storm surges. The excess water either overloads or bypasses the Waste Water Treatment Plant and can carry runoff directly into local water supply sources. Upgrades to bridge and culvert structures will ensure that local infrastructure has the capacity to handle storm surges and will prevent the contamination of local water.

...cleaner water

Jenny Lynn Subdivision Storm Sewer: many residents in this area are experiencing frequent flooding during heavy rain storms and, as a result, are diverting storm water via pumps and floor drains to the Town's sanitary sewer system, which results in surcharging of manholes and possible over flooding of the Town's sewer treatment facilities. The installation of a Storm Water System in this area will reduce the amount of infiltration into the Waste Water Treatment Plant and result in the treating of Waste Water only.

...cleaner water

Thorburn Road, Tolt Road and Skinners Road Sanitary Sewer Extension: the Town has received requests from residents of Tolt Road and Skinners Road to have services supplied in this area due to the poor quality and quantity of water and concerns with the on site sewage disposal systems. The infrastructure would also benefit the Town by connecting 60 new dwellings to the sewer systems as well as the Town owned office space and recreation centre.

...cleaner water

Neary's Pond Road: the Town has received requests from the residents on Neary's Pond Road to have water and sewer services supplied due to the poor quality and quantity of water and concerns with the sewage disposal systems.

...cleaner water

5.0 Collaborations and Partnerships

Portugal Cove-St. Philip's is part of numerous partnerships with organizations and groups within the Town, as well as other municipalities.

The Town's position on the Northeast Avalon Joint Council provides an opportunity for regional collaboration. The Town is on both the Technical Committee and Management Committee for the Northeast Avalon Regional (NEAR) Plan.

Within the Town, Council works closely with community residents and community organizations to spearhead a variety of initiatives. The Town works with the Local Heritage Committee as well as local farmers to help identify and protect the community's heritage properties and resolve potential land use conflicts as they arise.

It is the intention of Council to support activities and projects that provide a public benefit to Portugal Cove-St. Philip's and that are consistent with the goals and objective of this plan. It is recognized that Town support may include financial, in-kind, promotional, use of public land, and assistance in the approvals process where appropriate.

6.0 Implementation and Monitoring Strategy

Council will meet on an annual basis to review and update the ICSP with the community in order to determine if goals and actions have been undertaken and if proposed timelines have been observed. This will give Council the opportunity for continued monitoring of community sustainability; ensuring the ongoing incorporation of sustainability goals in the implementation of future development plans. This is an imperative part of the process if the ICSP is to become a living and evolving document.



Appendix A:

Results of Sustainability Self-Assessment Questionnaire

Results of Sustainability Self-Assessment Questionnaire

GOVERNANCE			
	Y	N	TSD
Was the voter turnout in the last municipal general Election satisfactory?			X
Does your Council hold at least one regular public council meeting per month?	X		
Does your Council make the dates and times of public meetings known to residents?	X		
Does your Council have a Policy & Procedures Manual?	X		
Does your Council have standing committees of Council in place?	X		
Does your Council have any advisory committees that involve volunteers from outside Council?	X		
Does your Council provide any professional development funding for councillors?	X		
Does your municipality have a municipal plan that is less than ten years old?	X		
Does your municipality have a capital works plan for the next five or more years?	X		
Does your municipality have an economic development plan?		X	
Does your municipality have a comprehensive sustainability plan?		X	
Does your municipality have a formal process to monitor the sustainability of your community and progress in implementing development plans?		X	
Does your municipality have an emergency preparedness plan?	X		
Is your Council familiar with the content of existing community plans?	X		
Are there formal avenues for active citizen involvement in local planning and decision-making processes?	X		

ADMINISTRATION			
	Y	N	TSD
Does your municipality take minutes for each Council meeting?	X		
Does your Council have a records management policy?	X		
Are your Council office hours sufficient to administer the municipality's business?	X		
Are your Council office hours sufficient to provide public access?	X		

FINANCE AND FINANCIAL MANAGEMENT			
	Y	N	TSD
Does your Council adopt an annual budget?	X		
Does your Council follow its annual budget?	X		
Do you monitor your actual vs. budgeted revenues and expenditures on a minimum of a quarterly basis?	X		
Did you balance your annual revenues and expenditures in at least two of the last three years?	X		
Is your municipality currently able to meet its debt payment without special government assistance?	X		
Does your municipality have the fiscal capacity to take on additional debt?	X		
Does your existing revenue finance your municipal services to meet the needs of residents?	X		
Is your municipality able to establish and maintain a capital works funds that addresses your infrastructure needs?	X		

SERVICE DELIVERY			
	Y	N	TSD
Does your municipality have a fire protection service that can provide a fire response time of fourteen minutes or less throughout your community?	X		
Does your municipality or garbage collection service provide waste collection on a minimum of a weekly basis?	X		
Does your municipality have a non-deposit recycling program?		X	
Does your municipality encourage composting?	X		
Does your municipality have a program for collecting, handling and safely disposing of hazardous waste?		X	
Is your water quality index acceptable?	X		
Does your Council have an operations and preventative maintenance schedule/plan for your water system?	X		
Does your Council have an operations and preventative maintenance schedule/plan for your sewer system?	X		
Is there a plan for the protection of the watershed that provides your drinking water supply?	X		
Does your Council run a recreation program?	X		
Does your municipality employ mechanisms for informing and communicating with residents about Council decisions and priorities on an ongoing basis?	X		
Does your municipality make Council documents and budget information publicly available?	X		

EQUIPMENT AND INFRASTRUCTURE			
	Y	N	TSD
Does your Council follow a preventative maintenance schedule for its public facilities and infrastructure?	X		
Is your water system less than 20 years old?	X		
Is your sewer system less than 20 years old?	X		
Is your Council able to maintain your streets to an acceptable standard?	X		
Has the number of complaints about local infrastructure been stable or decreasing?	X		
Does your municipality have existing green space, parks or walking trails?			X
Does your municipality provide residents with access to recreation facilities that meet your community's needs?			X
Is your fire department and/or service provider adequately equipped to provide the level of emergency service as determined by your Council?	X		
Are your town hall facilities adequate for public access and meeting standards for public facilities?	X		
Are your town hall facilities adequate for conducting Council business?	X		

REGIONAL COOPERATION			
	Y	N	TSD
Does your Council have the ability to share services with one or more adjacent communities?	X		
Does the municipality presently participate in a service sharing arrangement with an adjacent municipality or LSD?		X	
Do neighbouring communities in your region meet periodically to discuss issues of common interest?	X		
Is your Council willing to collaborate more in service delivery in the future?	X		

COMMUNITY WELL-BEING			
	Y	N	TSD
Has the total population remained stable or grown over the past ten years?	X		
Has the share of the population over the age of 60 remained stable or decreased?	X		
Has the school age population been stable or growing over the past decade?	X		
Is the unemployment rate in your community equal or below the provincial average?	X		
Has the trend of business licenses been stable or growing over the past five years?	X		
Is there a strong sense of pride in the community?	X		
Does your Council actively lead or support activities to foster community pride and celebrate community?	X		
Are there local volunteer organizations that support and/or provide complementary services to the municipality?	X		
In general is volunteerism in the municipality stable or growing?	X		
Is your Council actively involved in communicating regularly with and/or actively supporting these organizations?	X		
Are there public facilities in the community for community meetings and social gatherings?	X		
Do you have sewage treatment in your community?	X		
Is your council involved in taking steps to reduce greenhouse gas emissions or reducing energy consumption in your municipality?			X
Has your Council introduced policies or programs to encourage reduced energy consumption within the community?			X
Has your Council introduced policies or programs to encourage reduced water consumption within the community?		X	
Would you rate the status of your natural resources and local ecosystem as healthy or in good condition?	X		
Does your Council have an integrated environmental management plan in place?		X	
Are there adequate health care facilities in your community within a distance your Council considers reasonable?	X		
Are there post-secondary education facilities in your community or within a distance your Council considers reasonable?	X		
Are there cultural facilities in your community or within a distance your Council considers reasonable?	X		

Appendix B:

5 Critical Areas as Identified in Town Strategic Plan (2007)

Five Critical Areas as Identified in Town Strategic Plan (2007)

Critical Area 1: Accountability and Improved Community Relations

Goal 1: By September 30, 2008 the Town of Portugal Cove-St. Philip's will have completed a thorough review of its communications, internal operations, and administrative procedures in an effort to address issues of accountability and transparency, and to improve its relationship with taxpayers and with the public

Critical Area 2: Environmental Programs and Awareness

Goal 1: In an effort to increase its commitment for improved environmental programs and initiatives, the town will develop a new Environmental Policy by September 30, 2009 to assist in preserving, protecting, and enhancing the natural environment

Critical Area 3: Recreation and Community Programs and Facilities

Goal 1: By the end of the planning cycle, a new community recreation center will be erected as identified in the town's Recreation Master Plan, a review of the town's community recreation programs will be undertaken, and an implementation plan will be completed for the development of a natural linear trail system within the town

Critical Area 4: Finance and Administration/Restructuring and Organization Review

Goal 1: In an effort to ensure that the town is making the most effective use of its resources, the town will hire an outside consultant to complete a thorough organizational review of the town's staffing needs and management structure by April 30, 2008 with a view to adopting recommendations to better address our needs

Goal 2: As a means to increase our fiscal capacity and improve long term financial planning, an internal 10 Year Financial Plan will be developed by October 1, 2008 which incorporates the town's current debt retirement plan with the projected debt load and other assumed liabilities up to December 2018

Critical Area 5: Planning and Development

Goal 1: Town will complete its Municipal Plan Review and adopt revised Municipal Plan by April 30, 2008

Goal 2: By the end of September 2008, council will undertake a Feasibility Study and Site Selection process to determine the viability of developing a commercial/light industrial Business Park in the Town of Portugal Cove-St. Philip's

Appendix C: **Community Feedback**

Community Feedback – Sustainability Priorities

Environmental Priorities

Environmental Priorities	
Work with other groups regarding wetland conservation	Develop some small parks and trails. Extend East Coast Trail. Recycle pickup with garbage
We need to recycle more than pop and juice bottles. We need real recycling.	Protect green space, woods, wetlands that make PCSP so special
Do not like dumping sewage! We need a better plan. Say no to condoms on our beaches!!	Maintain green space
Protect contiguous forest zones and link forests to maintain “flow” for animals	Keep area rural. Prevent large scaled subdivisions from moving in
Need to produce a plan to set aside highest “conservation” value areas	Protect the quality of the water in our ponds please
Recycling with garbage pickup	Protect green space, wetlands and farms
Preserve the natural habitat for animals and birds. Keep subdivisions to a minimum. Strive to be a green community.	Please keep green spaces for us and our kids
Make sure that development near ponds does not turn them into cesspools. Pond frontage is relatively protected, but the next large bank is not	Maintain green space (especially Goat Cove Trail). Ensure development near green space does not encroach or affect the ecosystem. Avoid high density housing close to the coast and rivers
Follow the proposals for larger buffer zones around rivers, ponds and coastline	Prevent development from impacting upon Broad Cove River, especially swimming holes. Some of those are filling up with gravel from houses being built nearby.
Preserve the headlands	Do not allow developers to clear cut home site developments
Regional water plan is required	Ensure the integrity of Goat Cove Path (St. Philip’s Beach to Beachy Cove)
Develop walking trails	Please protect our waterways from excessive development
Establish community recycling programs in conjunction with City of St. John’s to diminish cost of sustaining a stand-alone system	Please create some walking trails. Reasonably accessible by all residents
Stop the destruction of local ponds. Keep them for swimming and fishing	Proceed with wetland conservation. Maintain rural setting.
Curbside recycling program please!	Recycling program; develop green spaces (parks, walking trails, picnic areas); encourage development (without cramped subdivisions); water areas need to be protected
Watch development more closely (brook behind BALDA PL was filled in by developers). The brook is now backs up in local basements	Preserve the quality of water in the ponds for swimming
Stop condensed developments that rely on wells and septic fields/tanks	Do not permit the backfilling of land along the coastline
Develop a recycling program	Make sure development respects the rural nature of the Town

Economic Priorities

Economic Priorities	
Ensure higher quality asphalt is used for our roads. Higher initial cost but long term savings (less potholes)	Increase business. Business is the heart of any community
Increase tourism, reduce subdivisions	More commercial services in the community. Better services increase tax base
Support local businesses and encourage their growth	Make sure all businesses are sustainable (peat mining is not!)
Increase business tax base	Small business park/growth allow offices in homes
Improve road conditions	Central business service centre
Make it more tourist attractive houses and visitors already visit By the Beach	Encourage artisans and cottage industry
Increase the opportunities for new business (more entrepreneurs)	Encourage entrepreneurs and new industries
Community advisory board from various fisheries backgrounds	Limit commercial development. Think more about tourism
Large scale commercial development should be limited	Create business/technology park to increase tax base
Keep business small. Avoid turning community into a suburb. Consider establishing a town centre for the centralization of business, shopping, etc.	We don't need a large commercial centre; we can shop in St. John's. Tourism development is a good idea
Support current business. Advocate for them with St. John's. Encourage tourism	Promote tourism. Should have more local attractions such as museums (could have one in Old St. Philip's Church)
Focus business development in key areas (near harbours) and combine it with other infrastructure (small parks, picnic tables) that make is appealing to go there. It will make these areas more lively	Make infrastructure fees reflect the true cost of adding required infrastructure!
Focus on tourism and heritage. Ensure businesses are consistent with the character of the Town where possible	Ensure adequate infrastructure and think long term. For example, stop expanding the school 1-2 classrooms at a time. Overcrowding in the school will keep young families away
We do not need increased commercial development in this area. We want to live here. We can shop in St. John's	Develop a tourism plan to identify and protect heritage buildings and sites we do not need (commercial businesses)
"Responsible" subdivision development does not hurt the rural character of the Town. Even if this means higher prices for larger pieces of land. ¾ to full acre lots with adequate frontage from the road	Recent subdivisions on Dogberry Hill Road and in Portugal Cove make our town look like St. John's and Paradise. The fastest growing community in Atlantic Canada is also the biggest infrastructure nightmare on the Avalon due to uncontrolled, unlimited, unregulated growth – time and adequate planning could have prevented this

Society Priorities

Society Priorities	
There's a great need for a good recreation centre (properly designed with the right input from experts) that can be used by all.	It would be great to limit development by the school except for an expanded junior high, high school and recreation centre
Support and strengthen the built environment (trails, ease of walking to different places, etc.) to encourage healthy, active living in the community	Walking trail master plan
Build strong sense of community	Community recreation centres
What is the demographic in PCSP?	Tie new recreational facilities to the school. Also tie in child care and after-school programs by school to avoid transportation problems
Protect our heritage by putting our history in a museum inside the Old St. Philip's Church... <i>Sounds like a great idea to me!</i>	Protect right of way to local swimming holes. Due to development, these areas are disappearing
Make Recreation Master Plan a priority	There are many provincial/national experts in health/promoting healthy active living that live right here. Enlist their support/expert advice in how to make the community a healthy one
Be more proactive in the development of Beachy Cove Elementary. The overcrowding will keep new families away and force existing to move out. Support families	Green space and walking trails, recreational facilities must be a priority. Ensure the beach is kept clean, picnic tables, garbage containers, restrooms
For the health of our children please expand/upgrade the parks and green spaces. They are the future of our community	Increase recreation for kids. Small community playgrounds throughout the community
Recreational multipurpose centre with ample storage space for community organizations	Seniors complex; safe walking trails
Build a community centre	Preserve our rural lifestyle
Establish a recreation and educational "hub"	If you are new to the community (and are not a senior or a parent) there is very little to get involved with. It seems there is lots of work to be done in PCSP, why not try to involve community more to get it done
Address needs of youth	Continue to support the local Beachy Cove Elementary School. It currently has a soccer field and basketball court, why not centralize the softball field and other recreational facilities around the school as well?
Safe walking trails	More commercial services in the community
Like the idea of a consolidated recreation facility, but am concerned with traffic and safety of school kids if the site is near the school	

Cultural Priorities

Cultural Priorities	
Do something to bring the two towns together	Save the 1894 St. Philip's Church. It is an icon of the community
Continue to identify heritage sites and buildings	Provide a museum/archives possibly in the old St. Philip's Church (this would be a sustainable option because the building already exists)
If I wanted to live in a vinyl jungle I would live in Paradise! I want to maintain a rural feel to our community	Save the 1894 church
Develop a larger, nicer community centre to hold a variety of events. Ask the community what events would work well in such a space	Don't destroy the old church
Save the 1894 church in St. Philip's	Why not formally maintain and clear Goat's Cove Trail? A picnic area could be created by the fish and chips place
Build community trails	Save the Old Anglican Church!
Save the St. Philip's Church. It fits in with the economy as well (increased tourism)	Create social support system for seniors
Save the old St. Philip's Church for a variety of reasons	Saving the Anglican Church comes with large costs and many challenges. Not as easy as saying "I want it to stay"
Our Old Anglican Church is one of the most photographed, painted, etc. in the nation	Keep the St. Philip's Church
Build community trails with east coast trails	Support heritage in community, but don't fund it
Heritage feature #1: St. Philip's Church remains	Preserve our existing heritage buildings
Preserve and enhance cultural areas throughout the community: 1. Churches; 2. Marinas; 3. Etc.	Creation of town historic sites! A museum, lookouts, etc.
Create a culture where we can raise our kids, grow older, and stay in our community throughout the lifespan	Why build 4-6 white elephants on a cemetery?

Governance Priorities

Governance Priorities	
Push for our Municipal Plan	The MP is a good start. Start by approving and following the plan
Encourage small local businesses of diverse types	Paradise is overbuilt. Torbay has too much traffic. St. John's is a city. Keep PCSP a rural community
Push along Northeast Avalon Regional Plan and be part of it	Follow your Municipal Plan
Let's get some action. The town continues to grow without adequate services (stores, hair salon, recreation centre)	Have more public consultations like this to incorporate views from the people of the community
Reduce debt load. Follow the Municipal Plan	Continue gathering community input into decisions
A mature, responsible, professional Council is required	Residents want to be proud of the town they live in
No more subdivisions. We are a rural community	Work with the people, for the people
Need dramatically better two-way communication with residents, with adequate notice and offer multiple ways to provide input/feedback...listen!	Many things can go on the web to increase correspondence
Maintain the rural community atmosphere	Create a plan; follow the plan; reduce debt; be accountable
Improve regional relations with St. John's...ditto!	Really proud of current Council consultation of residents
Pay down debt	

Community Feedback – Asset Mapping

			
1	Protect heritage community. Improve community development	3	Belle Island Ferry terminal remove parking
2	east coast trail extension	4	Healy's Pond. ST John's pumping water to fill Windsor Lake; blocked access to pond for community residents
5	St. Phillips beach area & marina	8	St. Phillips (Broad Cove). Noise from sea door and danger to sea life. Air pollution from restaurant
6	Non-obstructed view of bay. One of last in NEA	10	10-19 guard rail. Very dangerous. Increased reflectivity (street signs too high)
7	need to protect natural water bodies (protect from development pressure)	11	Need more green space in the town. Picnic areas for example
9	save the 1984 St. Philips Church as a heritage site or museum	12	airport too close (flight path) noise exposure forecasting
14	Beachy Cove Hill spectacular asset	13	protect our farmland from development
20	Beachy Cove Elementary is an asset to our town. It is a beautiful school we must protect its safety and reduce overcrowding	15	snow clearing/erosion/unpaved gravel ending up in drainage system
21	Beachy Cove Hill. The lookout. A prize of our community - take all of my visitors here to see our beauty!	16	condensed developments that require their own water and septic w/o caution of watershed
22	Heritage resource. Old farm (provincially recognized) currently vacant farm house (in background report); The natural assets of our community (trees, ponds, lakes, trails and such) are the biggest strengths. These should be protected even with ongoing development. Houses don't have to be big & expensive but lots should be > 1 acre with a big frontage. Don't cut down the trees (no Paradise please!)	17	Keep wetland protected in area behind meadow heights, lark place, and Murphy's road. It is just outside border of the already protected area
23	Boat launch is excellent access to CBG. We need more to showcase our community going to & at community Warf St Philips	18	Pressure on water table with further development.
26	By the Beach Fish & Chips. People come from all over the Avalon for their fresh fish!!	19	Safety first for school kids (new roads, recreation hub, etc); The road by the school is 2-lanes and cannot transport current traffic safely. This is a dangerous road now - not in the future
27	the recreation centre and the recreation area by the town hall are an okay start, but - newer facility & hold more people	24	Love to use the Beach @ Beachy Cove, but do not enjoy my children bringing me condoms & tampons from sewer outlet!
28	Voisy's Brook fabulous soccer centre. Hundreds of children take part in this every year	25	6 large houses built on the coast that drains any view of Bell Island and does not reflect the 'rural' community vision
30	potential location for a consolidated business service centre - strip mall	29	City sometimes pumps pond below river and this cause death of fish in river. RED
	protect the wetlands near the ponds - it protects their health for all to enjoy		set aside Blast Hole Ponds as protected zone
			Community pride (too much junk, plastic garages)
			extend St. Phillips moving pleasure craft

Place a green dot next to the area(s) you believe are sustainable features of the community.
Place a red dot next to the area(s) you believe are unsustainable features of the community.



ICSP Public Consultation #2 – Community Feedback

Culture Goals & Governance Goals

- Action for Strengthen Municipal – Community Relations: Hold regular Town Hall meetings; perhaps quantify
- Determine timelines and costs now
- Simple understandable language
- Community spirit can be improved by getting people out and active: walking groups, hiking groups, cleaning up groups

Environmental Goals Panel

- Bus service to St. John's?
- Composting Courses
- All bulldozer and backhoe operators must complete course on maintaining trees
- Have you considered the wild animals which we share the space/our community with. Do you know that we have hundreds of frogs/toads at the base of Beachy Cove Mountain and Nearys Pond Road?
- Encourage organic gardens and have community gardens
- This community's land use is abhorrent "ponds". We need to ensure there are healthy bodies of water for future generations.
- Bike path along Portugal Cove Road.
- Have Kitchen Meetings to achieve actions. Go house to house and talk to people about how to use their septic system properly, how to use a well, how to use and make a garden.
- Maintain buffer zones around ponds and farms.
- Bike trails along roads with good asphalt.
- Reduce localized flooding, especially as it relates to residents. Must consider impact of new developments on existing homes.
- Maintain sufficient buffer zones around ponds, rivers.
- An increase in local businesses would reduce greenhouse gas emissions by offering residents locally, not having to travel out of Town for most products and services.
- Water retention planning should precede development. No net loss of trees.
- Free up zoning regulations and give environmentally friendly businesses an opportunity to operate on Main roads at least.

Economic Goals Panel

- Funding through Transport Canada
- Time Frame needs to be implemented
- Combine school bus and city bus system: start with twice in the morning and out + twice in the evening.

- Set up a specific mountain biking area.
- Encourage environmentally safe businesses by defining and identifying these type businesses.
- Promote hiking trails and biking routes through Town.
- Intentional communities
- "Protect" local business with appropriate zoning.
- Ensure buffer zones maintained around farms.

Society Goals

- Extend side of road for walkers and bikers
- Edu-Rec Centre is a great idea, especially if it is next to the school so that it can share this valuable resource. With the rapid expansion of the population (including children), the school is overcrowded. If the gym and library can move next door to the Edu-Rec Centre, this would free up space for more classrooms.
- Consider smaller waste treatment areas for those areas not accessing large waste treatment
- Improving the trail network and the Edu-Rec Centre is a great way to encourage active living. Improving other trails, roads, sidewalks will encourage people to walk from place to place as well.
- Keep space around trail system: protect view scapes from trails.
- Bike trails are needed! Many people want to ride but don't want to ride out in the road.
- Action: Bike Signage – Bikes need 1.5 metres – Bikes need space to provide awareness – work with Bicycle NL on bike plans and determine how to get safe sized bike lanes on Thorburn and PC Road.
- All housing plans should be looked at under the 'accessible' lens
- Policies for housing diversification

Appendix D:
Implementation Timeline

IMPLEMENTATION TIMETABLE
Portugal Cove-St. Philip's ICSP

		Short-Term Implementation					Middle-Term Implementation					Long-Term Implementation					Ongoing
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12	Yr 13	Yr 14	Yr 15	
ENVIRONMENT																	
Reduce toxic chemicals entering the local ecosystem	Develop a hazardous waste collection and disposal program (potentially regional)																
Reduce energy and water consumption	Conduct municipal energy audit and develop staff/community awareness program																
	Continue to investigate feasibility of alternative energy sources in municipal buildings																
	Develop staff/community awareness program for water conservation																
Protect natural watercourses and the local watery supply	Develop a source water protection plan or a regional water plan																
Protect local ecological integrity	Develop an Environmental Management Plan or an Environmental Policy as proposed in the Town Strategic Plan																
Reduce amount of local waste	Explore options for regional collaboration in a non-deposit recycling program																
	Explore local partnership opportunities in a recycling/composting program																
Reduce likelihood of local flooding	Upgrade necessary bridge and culvert structures to meet capacity requirements																
	Install a Storm Water System in Jenny Lynn Subdivision																
Protect local coastal zone	Work with NEAR Plan project team to include Coastal Management Policy																
ECONOMIC																	
Expand and diversify the local economy	Engage local partners to develop a diversification strategy																
	Complete a Feasibility Study to identify appropriate lands for a central commercial district or business/technology park																
	Develop an Economic Development Plan																
Improve quality of local road network	Continue paving and upgrading of local roads																
Improve transportation options	Investigate the feasibility of implementing a regional public transportation service or a local shuttle bus service																
Improve tourism potential of Town	Engage in tourism marketing strategies to promote the Town elsewhere																

