

# Town of Clarendville Strategic Plan Status Report #1 – April 2009

Council and staff of the Town of Clarendville are working on implementing the recommendations of its first Strategic Plan. The development and implementation of the Strategic Plan is a new direction for the town and will require significant dedication on behalf of the councilors and staff. This report is the first public update as to the status of the recommendations. Progress has been made in some areas and in other areas, more work is required. This report includes the goal as outlined in the Strategic Plan. The status summary reflects the progress on the action items as outlined in the Strategic Plan.

Goal	Status Summary
<p>Ensure transparent, accountable and open governance in concert with informed and involved citizens</p>	<p>A Code of Conduct for staff and councilors has been developed and approved by Council.</p> <p>Town Council and staff attempt to keep residents updated on activities through newsletters and website, however, no comprehensive summary of Council activities or a financial report has been provided to residents. This is an area for improvement.</p> <p>Road maintenance and snow management levels of services standards need to be communicated to the public.</p>
<p>Develop debt reduction plan</p>	<p>Through careful analysis of existing debt loads and monitoring of budgets, the Town was able to pay down loans in the amount of \$269,000 in 2008, creating an acceptable debt ratio of 26%.</p>
<p>Collaborate with regional interests</p>	<p>The Town of Clarendville is a member of the Greater Avalon Waste Management Committee and a member of the Isthmus Waste Management Committee. The Town is a member of both the Clarendville and Area Chamber of Commerce and the Arnold's Cove and Area Chamber of Commerce. Under the leadership of the Discovery Regional Development Board, the Town is supporting oil and gas initiatives. The Town of Clarendville is a member of a new committee recently struck by the Clarendville and Area Chamber of Commerce to recruit General Practice physicians.</p>
<p>Develop advocacy role</p>	<p>The Town of Clarendville posts its Council and Committee minutes on the town website.</p> <p>Newsletters include a section in newsletters on how the town is advocating on behalf of its residents.</p> <p>A number of advocacy initiatives have taken place in the past six months, including presenting at the provincial budgetary consultations and attending a session with Exxon-Mobil officials. The Clarendville and Area Chamber of Commerce is arranging a committee to deal with the shortage of family physicians and the town will participate on this committee.</p>
<p>Enhance customer service</p>	<p>A town organizational structure is in place with position descriptions. A performance appraisal system for staff has been put in place. All managers have had a performance appraisal completed.</p>

	<p>Some staff have completed education/training courses. Training needs to be provided in the area of customer service. A policy on how to handle complaints needs to be developed.</p> <p>The town has put emphasis on enhancing communications with residents through initiatives such as town newsletters, continuous website updating and adopting a water break – boil order communications plan.</p> <p>The Town Enforcement Officer position has been filled. This will help to address issues of concern by residents i.e. roaming dogs, trail vandalism, etc.</p> <p>The town has banned smoking on town-owned recreational facilities.</p> <p>The town is investigating the opportunity for a Town Announcement Telephone Line/service.</p>
Update Town Development Plan and Development Regulations	Work on a Town Development Plan and Development Regulations has begun. A number of consultations have taken place to date and more are expected. Additional input will be requested in the May 2009 newsletter. The plan is expected to be completed in the Fall of 2009.
Develop preventative maintenance program	A preventative maintenance program is in place for the Water Treatment Plant. A Public Works equipment replacement schedule is in place. Remaining items will be addressed in the PSAB requirements.
Develop departmental plans for each town department consistent with strategic plan directions	Departmental plans have not been developed.
Develop, with partner groups, waterfront area plan	This issue will be addressed in the new Municipal Development Plan.
Ensure appropriate, updated Emergency Plan with regular exercises	The Disaster Management Committee will be meeting in May 2009. Work will then begin to update the disaster management plan. Regularly scheduled exercises will need to occur once the plan is revised.
Develop waste management activities in support of provincial waste management program	<p>The Town has a representative sitting on the Greater Avalon Waste Management Committee and is a member of the Isthmus Waste Management Committee.</p> <p>The town has begun some promotional activities in the area of waste management. It had a compost display at the Chamber of Commerce Trade Fair in September. It sponsors Hazardous Waste Collection during the summer.</p>
Develop Accessibility Community Guide	The issues that need to be included in the Accessibility Guide will come from the Municipal Development Plan. The Random Age-Friendly group is also developing a handbook on how communities can become more age-friendly.
Work to enhance volunteer group communication	Work on this initiative has yet to start.

Integrate recreational activities with government's Wellness Plan and Recreational Strategy	CARA develops recreational activities and is aware of the province's Wellness Plan and Recreational Strategy. CARA is embarking on a visioning process for strategic planning purposes.
Develop strategy to determine effective operations and promotion of Event Centre	<p>Council has advertised for an Event Centre Manager. Resumes have been received and interviews should take place by the end of May 2009.</p> <p>A meeting has occurred with CARA executive to discuss the transition from the Clarenville Stadium to the Event Centre.</p> <p>Council has put together a transition team, consisting of town staff and councilors, to oversee the closing of the Clarenville Stadium and the opening of the new Event Centre.</p> <p>The Clarenville Stadium has been put on tenders. An inventory of items that will be for sale within the Stadium has been compiled.</p>
Enhance welcome for new residents	<p>Welcome kits have been developed and have been provided to Welcome Wagon.</p> <p>A welcome program has been developed and external funding was requested but we were not successful.</p> <p>The town has recently agreed to develop a section of its website aimed at new immigrants interested in moving into Clarenville. Funding for this initiative comes from the provincial government. An initial meeting with provincial government representatives will take place on May 28, 2009.</p> <p>The Town is participating on a new committee established by the Clarenville Area Chamber of Commerce regarding physician recruitment. This strategy will incorporate welcoming and marketing activities.</p>
Continue community spirit activities	A Community Spirit document was developed in 2007 and activities designed to increase community spirit will continue. They include the Old-Fashioned Christmas Concert and Municipal Awareness activities. New this year, was the town's entry in the Lion's Santa Claus Parade. Other activities include: summer gardening challenge; yellow bag campaign, Arts Under the Stars, Olympic Torch Relay Celebrations, Canada Day Activities, Clarenville Day Activities, organized hikes and recreational events.
Encourage volunteerism	The Town regularly encourages volunteerism and acknowledges the work of volunteers.
Develop policies/by-laws that include an environmental lens	This was one of the prevailing themes during the public consultation for the development of the new Municipal Development Plan. This will be factored into the development of the new plan.
Increase public safety	New Municipal Enforcement Officer has started work. He has investigated the process to be permitted to start ticking for non-moving parking violations (i.e. parking in fire lanes) as well as enforcing town by-laws.

	<p>Fire Chief continues to do apartment inspections as per council's policy.</p> <p>Town boundaries re hunting and cutting wood have not yet been changed; however, this is being investigated by consultants developing the Municipal Plan.</p>
Encourage residential and commercial beautification efforts	The Town has signed up for Tidy Towns and will include a member of the Heritage Society on its committee. Other beautification efforts, such as the yellow bag campaign, continue.
Focus on beautification of town entrances and certain areas throughout town	<p>Plans to beautify the intersection of Hibernia and Gladney Streets will include a resting area and work will begin during the Spring.</p> <p>A plan for the lighting of the Lower Shoal Harbour River Falls has been developed.</p> <p>Some work will begin on the entrances during the Summer.</p>
Partner with the Discovery Trail Tourism Association and other tourist draws in the area (i.e. White Hills)	The Town partnered with a number of organizations and the private sector and secured funding from ACOA and the Department of Industry Trade and Rural Development for a winter tourism strategy, Winter Starts Here. Some work began Winter 2008 and other aspects of the strategy will start in the Spring 2009 (product development at White Hills) and continue Winter 2010.
Form a strategic alliance with the towns and chambers of the communities in the region	<p>The Town has met with the Discovery Regional Development Board on the development of an oil and gas strategy. The DRDB is taking the lead on this.</p> <p>Council will be meeting with the Clarenville and Area Chamber of Commerce on a regular basis to discuss issues of common concern and to action on these issues.</p>
Increase visitation and participation to all local and surrounding attractions with associated spinoff benefits to businesses	<p>Some work has started in terms of branding the town through the winter tourism initiative, Winter Starts Here. This work will continue into 2010.</p> <p>Work continues on Arts Under the Stars from a summer perspective.</p> <p>The new Event Centre will be open in the Fall of 2009 and will have implications on visitation. An Event Centre Manager will be hired to oversee operation and marketing of the facility.</p>
More employees and their families relocating to the area choosing Clarenville as the place to live	Action items around this recommendation centred around gathering information and statistics on the website and developing a town brochure. The town website is updated on a weekly basis and the creation of a Town of Clarenville Facebook page. The town has made several requests to Community Accounts to be able to provide town-only statistical information (versus including a number of other towns).
Increase the number of people who relocate to Clarenville to retire	These action items centred around promoting the areas as a good place for retirees to live. No action has been taken on this recommendation. It involves significant research, financial and human resources.

	The provincial government has funded an Age-Friendly Initiative to help make Clareville and other towns more age-friendly.
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