

# Town of Long Harbour & Mount Arlington Heights

Integrated Community Sustainability Plan  
2010

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1968 - 1989



1990 - 2008



2009 - Present

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## **COMMUNITY INTRODUCTION**

### ***Geographic Location***

The Town of Long Harbour & Mount Arlington Heights is located on the southwestern portion of the Avalon Peninsula. It is located on the east side of Placentia Bay 105 kilometers away from St. John's.

The distance from the Trans Canada Highway to the turnoff to Long Harbour is roughly ten kilometers. The residential part of the Town extends another eight kilometers along the north side of Long Harbour to the end of the road in Mount Arlington Heights.



### ***History***

The Town of Long Harbour & Mount Arlington Heights was the site of small boat fishing for most of its history. It established a lobster cannery in 1871 and the Long Harbour Bait Depot (one of the first freezing plants in the country) opened in 1939. The construction and operation of the US Military base at Argentia provided employment for most of the Town during the 1949's to mid 1960's. During the mid 1960's a new employer for the Town and surrounding area materialized in the form of Albright & Wilson America with the establishment of a phosphorous plant on the south side of Long Harbour. Construction began in 1966 and the plant began producing elemental phosphorous in December 1968. The phosphorus plant was the main employer in Long Harbour with a workforce of 300-500 people, from 1968 until it was closed in 1989. The population of Long Harbour in 1991 was 522 people according to Statistics Canada and has since declined to 279 today.

In January of 2006 the Town was faced with an extraordinarily positive situation with the announcement that Vale Inco NL (VINL) would construct its commercial nickel processing plant in Long Harbour. With construction scheduled to begin within three years, the Town anticipated significant challenges as it prepared for the impending economic activity.

### ***Population***

The Town's population is currently at 279 with 195 households. We have been experiencing a very significant increase in housing development over the past twelve months. There have been 28 new housing developments completed and another 10 have been approved and will be completed in the near future.

### ***Relationship with Surrounding Communities***

The Town has an excellent working relationship with the surrounding communities; however, the majority of services are done by the Town itself due to its geographic location.

The Town is a member of the Placentia Area Chamber of Commerce and the Isthmus Joint Towns.

We have had a long and productive working history with the Town of Placentia. In the late 1990's both the Town of Long Harbour & Mount Arlington Heights and the Town of Placentia came together to market their Towns as the ideal location for the Voisey's Bay Nickel Plant. They entered into a partnership with the thinking that whichever location was chosen to be the site, both communities would benefit. If both locations continued to market on their own, they both could possibly miss the opportunity. In 1998 the decision was made that Voisey's Bay Nickel Company (VBNC) would locate its site at Argentia.

An agreement was signed between both Towns in 2001 whereby it stated that the tax revenues from the VBNC operation would be shared on a 90/10 basis. In January of 2006 Inco announced that it would not be locating in Argentia but would be constructing a nickel processing plant at Long Harbour. This Agreement was then reversed. As of today any tax revenue that the Town of Long Harbour & Mount Arlington Height receives from Vale Inco NL is shared with Placentia on a 90/10 basis and vice versa.

### ***General Outlook***

The future of the Community is excellent. The Town is experiencing significant growth both from residential developments and business developments.

## COMMUNITY ASSESSMENT

Since 2007 The Town of Long Harbour & Mount Arlington Heights has been subject to considerable public input and consultation on a number of items. Several open houses/public information sessions were held so that residents had an opportunity to review information about the Town, activities taking place and plans that were being made and to discuss opportunities and constraints for future development. We have also distributed over fifty newsletters to residents within the last four years. Residents, businesses and organizations were asked for their input and to submit written comment or documentation regarding particular issues and will continue to be informed and involved as we move forward.

As part of a proactive initiative, the Town moved towards the successful completion of the following:

### Municipal Plan & Development Regulations

In the fall of 2006 the Town prepared and submitted for approval to Municipal Affairs its first Municipal Plan & Development Regulations. The Municipal Plan is a guiding document in that it conveys the policies that the Town will use in decision making and in administering the use of land. One important aspect of the Long Harbour & Mount Arlington Heights Municipal Plan is the policy on how it will approach development in general. The Municipal Town Plan was designed to assist in securing certain basic objectives for the Town, namely:

- To secure the basis for orderly development and promote future growth and to provide for any growth that may occur as a result of major industrial development;
- To accommodate major industrial development on the south side of the Harbour towards Rattling Brook Big Pond and maximize the benefits from such development for the Town and Region;
- To make the Town of Long Harbour & Mount Arlington Heights a hospitable and physically attractive place for residents and businesses.

In November of 2007 the Town adopted the Municipal Plan and Development Regulations to guide its administration of the planning area boundary. The Municipal Plan was approved by the Department of Municipal Affairs shortly thereafter.

### Municipal Boundary Extension

In July 2006 the Minister of Municipal Affairs granted jurisdiction over a Planning Area Boundary that included lands to the North of the Town for the purpose of watershed management and to the South of the Town which included the proposed site of the Commercial Nickel Processing Plant. On January 9, 2007 the Town submitted application to the Minister of Municipal Affairs for extension to its Municipal Boundary to include all the land area covered by its Planning Area Boundary.

The Town had been enforcing the Interim Development Regulations under the Urban and Rural Planning Act for the entire Municipal Planning Area since July 2006. It was the view of the Town that the Municipal Planning Area and the Municipal Boundary should be the same for the following reasons:

- Same Boundaries – as a rule the Town and Municipal Planning Area boundaries should be the same. In this and most other cases, it makes no sense to differentiate between Planning Area and Town boundaries;
- Benefits and Costs – the Town can expect to realize significant benefits from the Vale Inco NL Commercial Nickel Processing Plant. Without boundary change this site would lie partially within the Town boundary and wholly within the Planning Area Boundary. The Town will be incurring costs brought about by development pressures and the need to upgrade the Town's infrastructure.
- Community Identity and Marketing – the identity of the Town of Long Harbour & Mount Arlington Heights will be significantly bound up with the commercial nickel processing plant and the Town, through the Long Harbour Development Corporation and other means, will be promoting itself as a major industrial community to the benefit not only of the Town, but the entire region and Province.

The public was notified both by local advertising and in the Telegram of the Town's request to have the boundary extended. Residents, businesses and all Government Departments were given opportunity to submit their input. There were public meetings and information sessions held to provide information to anyone interested.

In early 2008 the Minister of Municipal Affairs ordered the preparation of a Feasibility Report to consider the request from the Town to amend its Municipal boundary. The process for development of the Feasibility Report included the scheduling of a public hearing on May 21, 2008 in Long Harbour to hear objections from interested parties.

In determining the feasibility of the proposed boundary extension the following criteria was developed:

- To evaluate the impact of the proposed boundary change on Long Harbour & Mount Arlington Heights in terms of local governance and administration, community identity, access to municipal services, feasibility in terms of revenues and expenditures, and cost efficiency;
- To consider the views of the public;
- To evaluate whether the proposed boundary change is in the long term interests of the region as a whole; and
- To ascertain whether there is a compelling rationale to support the proposed boundary change.

It was the opinion of the Commissioner appointed to prepare the Feasibility Report that the requested amendment to the Municipal Boundary was warranted and in the best interests of the area as it embarked on a future of industrial and commercial revival.

The Town of Long Harbour & Mount Arlington Heights was notified in February of 2010 that this extension had been approved by Cabinet.

#### **Municipal Infrastructure Plan**

In late 2006 the Town commissioned Bae NewPlan Group Limited to undertake a review of its municipal infrastructure to determine what, if any, improvements should be made to support long term growth of the Town. This plan assisted the Town to have a clear understanding of what improvements would be required within the Town and at what costs. The Negotiation Committee used the information compiled from this plan to assist with the negotiations of the 10-Year Vale Inco NL Tax Agreement.

#### **Tax Agreement – Vale Inco NL**

In 2007 a Negotiating Committee was structured representing both the Town and the Long Harbour Development Corporation to begin negotiations with Vale Inco NL.

After several meetings and negotiations a 10-year, \$5 million (grant-in-lieu) Municipal Tax Agreement was signed. This Agreement runs from December 1, 2008 until December 31, 2018 and pertains to all property owned/leased by Vale Inco within the Town's boundaries. As part of this agreement, Vale Inco also agreed and has since constructed a new Fire Hall in the Town. They will also donate a new fire truck together with requisite firefighting equipment, all of which has been ordered and is forthcoming in the near future.

There are several other infrastructure items that are being negotiated with Vale Inco NL. Some of these items included a new Community Centre/Town Hall, Maintenance Building, Temporary Office Complex and additional land.

## **COMMUNITY VISION**

The Town of Long Harbour & Mount Arlington Heights vision is:

**The Town of Long Harbour & Mount Arlington Heights will be.....**  
**A vibrant and caring community, where people and history connect;**  
**Surrounded by natural beauty, where unique landscapes set us apart;**  
**Rich in opportunity, where ideas and economic innovation thrive.**

Council recognizes the basic municipal mandate that they are obliged to collect taxes, provide services, and represent the people they serve in accordance with the terms of the Town's Municipal Plan and Development Regulations and the provisions of the Municipalities Act. Council would like to go beyond what it is obligated to do for the people it represents, and to ensure that the Community is a place people can be proud to call home.

The Town of Long Harbour & Mount Arlington Heights has identified its strengths, weaknesses, opportunities and threats and plan to continue with its approach to community sustainability so that by year 2018 it will:

- Be a Community with employment and recreation opportunities for local residents and a reason for commuters to stay.
- Develop a business friendly environment by reducing barriers for new and existing operations while increasing communication and celebrating local success stories.
- Celebrate our history, culture and people through programs and events designed to engage residents and visitors alike.
- Operate the municipality with fiscal responsibility and accountability through land use, financial and strategic planning while engaging the public whenever possible.
- Engage any and all partners in the community and enhance existing relationships to accomplish goals as identified by Council and residents.



- Upgrade its municipal infrastructure to meet the needs of 2018 and beyond.
- Be a Town that is debt free.
- Ensure information and adequate programs are available to residents of ALL ages.

Council will review its goals on a regular basis to remind them that these are the guiding principles that will direct the community into 2018 and beyond. It is a solid step towards building the community that we all want.

## **COMMUNITY STRATEGIC GOALS AND ACTION**

The Town recognizes that it has significant work to accomplish. The following five sections deal with the pillars of community sustainability as outlined in the ICSP Guide and contains all goals and actions. Each project has been given a timeline for completion, an estimated budget and a lead role.

While we have included as much detail as was available during the development of the plan, there are projects listed that do not have costing or funding sources identified. The information for these projects will be updated during the next round of evaluation and monitoring of the ICSP.

### **1. Environmental Sustainability**

Society is placing more and more importance on the environment and its protections. This theme is especially relevant to our Town. We are a community that has played a major role in the development of two Environmental Impact Statements (EIS).

When Albright and Wilson America closed its doors to the ERCO Phosphorous Plant in 1989, it was required to complete an EIS to be submitted and approved by both Provincial and Federal Government. The Town was greatly involved in this process. Sections of the former site, located across the water south of the Town's residential development, still are and will remain to be monitored indefinitely.

Albright and Wilson America also left behind a very visible legacy of the plant, a large slag pile on the south side of the harbour which cannot be missed when entering the community.

When Vale Inco NL announced in January of 2006 that they would build their Commercial Nickel Processing Plant in Long Harbour they were also required to develop and have approved an EIS. The Town, residents and all sectors were involved with this and given opportunity on several occasions to submit comments and concerns on each section of the EIS.

The Town also has direct impact on the environmental planning by way of the Town Plan & Development Regulations. Public safety is clearly an interest for the Town. Fire protection and maintenance of roads are very important.

The Town has two ponds that are used for its municipal water supply, namely Shingle Pond and Trout Pond. As part of the recent boundary extension, these two ponds are now located within the Town's Municipal Boundary. Both ponds are protected watersheds.

Residents want to have pride in their Community and want it conveyed to visitors.

## **2. Economic Sustainability**

As identified in the introductory section the Town has had significant economic success within the last 12 months. We are fortunate in the fact that we are within commuting distance of St. John's and the metro area where some people can still maintain stable employment as well. We are currently working closely with the Long Harbour Development Corporation on initiatives that will assist with attracting new businesses and development of additional commercial land.

The Town is committed to supporting local entrepreneurs and to supporting the development of facilities that will enhance the community.

As the Town's Plan and Development Regulations cover land use zoning and building regulations, the Town can play an important role in determining where and in some cases how businesses can operate with the Town's boundaries.

Most projects in this section of the plan focus around enhancing existing businesses and developing new businesses. This is to be accomplished through better communication and reduction of red tape and barriers. The plan also includes some infrastructure developments important for many aspects of the community but as a key aspect for business development.

## **3. Social Sustainability**

The Town of Long Harbour & Mount Arlington Heights has been very lucky with regard to the social setting. The community is still small enough that there is a strong sense of connection with those who grew up in the area. That being said there are many things we can do to improve upon this. As the population ages and the youth have moved away in the past the Town has lost aspects of the social fabric and recognizes the need to play a significant role in promoting social interaction.

A great deal of effort in this section is dedicated to engaging residents in various capacities and ensuring that they are kept well informed about the situation in the community and the operations of the Town. There is also a dedicated effort to increase community events and seriously investigate the possibilities around social interaction programs

The Town is encouraging developers and working with the Long Harbour Development Corporation to ensure that new housing developments take place.

Planning is taking place to ensure that the community has access to recreational and leisure activities targeted to as many age groups as possible, recreation for children and youth, and leisure activities for seniors. The importance of having appropriate, safe and properly maintained infrastructure is stressed. The Town will strive to have recreational infrastructure that will maximize its full potential.

#### **4. Cultural Sustainability**

Despite a very strong sense of history in the community there are various aspects of traditional local culture that are being lost between generations. Basic subsistence activities that were once a necessary part of life have since been pushed to the wayside by busy schedules and changing lifestyles.

Direction of the Town with regard to its cultural sustainability will generally be focused around activities designed to celebrate and promote our culture. We believe that having a sense of community is an indicator of a successful community. People who are engaged in their community and have pride of place are more likely to be involved in and care about their community.

#### **5. Governance Sustainability**

The category of governance is one that has always been part of the Town since it was incorporated in 1968. Because many of the governance issues are basic in nature yet not officially adopted, there are many areas that require work. This is especially true with regard to the development of policies and procedures for operations. Our current debt to service ratio is very low giving us the capacity to borrow to complete future capital works projects.

## **COLLABORATIONS AND PARTNERSHIPS**

The Town will continue to work with its neighbouring Municipalities in an effort to ensure all parties work together for the betterment of the region. It will also continue to build on existing relationships with residents, local businesses, local volunteer groups, Vale Inco NL, Provincial and Federal Government Departments, the Argentinia Area Chamber of Commerce, the Regional Economic Development Board and the Isthmus Joint Towns. It will thrive to develop working relationship with new companies and people as we move forward into the future. It will continue to actively promote various cooperative efforts.

## **IMPLEMENTATION, MONITORING AND EVALUATION**

With a plan of this nature it is imperative that it include some kind of strategy to ensure that the goals and projects are completed on schedule and evaluated to maintain relevance of listed objectives. Without continual implementation checks this plan runs the significant risk of becoming just another piece of paper sitting on a shelf. With the effort invested in the development of this ICSP, Council is committed to making certain that it becomes a standard document that is used and revised on a regular basis.

- *Implementation* - In this case Council has decided on a staff centered approach when it comes to the implementation. The Town Manager will become responsible for the implementation of the major objectives and act as a project manager to ensure that assigned tasks are being completed. While the plan requires a significant amount of work to be completed, the implementation should flow smoothly and not require significant additional time from staff.

Once every two months the Town Manager will be responsible for a quick review of scheduled tasks and noting what has been completed and why or why not. This information will then be presented to the next meeting of the individuals chosen to monitor and evaluate the success of the plan.

- *Monitoring and Evaluation* – The monitoring and evaluation of the plan is of the utmost importance to its success and as such should involve a number of key players to ensure it remains active and relevant. The Council has determined that the best option is to strike a committee that will review and revise the plan as required on a regular schedule. The committee will be comprised of two councillors, the Town Manager and two residents.

This 5 person committee will be the ICSP Committee and will conduct the review of all aspects of the plan on the following schedule:

Every 6 Months

- Review the priority projects that were scheduled to begin or conclude during the previous 6 months.
- The Town Manager will briefly report on the bi-monthly implementation checks that have taken place over the six month period.

Every Year

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

Every Three Years

- Review and revise community vision as required.

For the specific review of each project and goal the committee will utilize the following 5 step process:

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

Once changes are made and the public is given adequate opportunity to comment the changes must be approved by Council and are then to be submitted to the Department of Municipal Affairs.

## **CONCLUSION**

The Town of Long Harbour & Mount Arlington Heights has undergone significant changes in the past year. This Integrated Community Sustainability Plan outlines our goals and projects for the next number of years in an attempt to make this a better community and to make it a more open, efficient and prosperous municipality.

The Council supports this document and the sustainability objectives it has identified and will strive to ensure that it is not only followed, but also updated and revised on a regular basis to make certain that it remains relevant and up to date.

The Town of Long Harbour & Mount Arlington Heights is looking forward to the implementation of this plan and the development of further initiatives that will help revitalize our beautiful and happy community.

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**A vibrant and caring community, where people and history connect;**

**Surrounded by natural beauty, where unique landscapes set us apart;**

**Rich in opportunity, where ideas and economic innovation thrive.**

# Town of Long Harbour Mount Arlington Heights Municipal Budget 2010

Expense	Budget Amount
<b>COUNCIL</b>	
· Remuneration	\$ 17,000.00
· Travel	10,000.00
· Supplies	2,000.00
<b>ADMINISTRATION</b>	
· Salaries	163,600.00
· Employment Benefits	11,200.00
· Payroll Burden	13,180.00
· Travel	13,000.00
· Supplies	6,000.00
· Purchased Services	15,000.00
· Professional Services	40,000.00
· Insurance	14,000.00
· Property Assessments	8,000.00
<b>COMMON SERVICES</b>	
· General Maintenance	15,000.00
· Professional Development & Training	15,000.00
<b>PROTECTIVE SERVICES</b>	
· Fire Protection	20,000.00
<b>TRANSPORTATION SERVICES</b>	
· Vehicle Maintenance	3,000.00
· Streets & Roads	5,000.00
· Snow Removal	15,500.00
· Street Lighting	20,000.00
<b>ENVIRONMENTAL HEALTH</b>	
· Water Supply	255,037.00
· Waste Collection	23,000.00
<b>RECREATION</b>	
· Recreation Administration	2,000.00
· Recreation General	80,000.00
<b>FISCAL SERVICES</b>	
· Debt Charges (Council Portion)	54,774.00
· Uncollectible Taxes	1,000.00
· Discounts	4,500.00
· Capital Expenditure out of Revenue	16,205.00
· Placentia/LH Tax Agreement	20,000.00
· Bank Charges	500.00
<b>TOTALS</b>	<b>\$ 863,496.00</b>

Pillar	Goal	Number	Project	Cost Estimate	Funding Source(s)	Priority	
Environment	Develop waste management activities in support of Provincial Waste Management Program	1	a	Educate residents on recycling	\$500.00	Budget	2
			b	Develop a recycling program for the community	\$1,000.00	Budget	1
			c	Organize a Clean-Up Week	\$500.00	Budget	1
			d	Encourage water conservation with the community	NIL		2
	Develop policies/by-laws that include an environmental lens	2	a	Ensure Town policies and by-laws are sensitive to the environment.	NIL		2
			a	Continue working relationship with Vale Inco's environmental team and with Environmental Government Departments	NIL		1
			b	Continue to be involved in monitoring of the EIS for the Vale Inco site	NIL		1
	Partner with community and Environmental groups	3	c	Ensure the Town is represented at the Community Liaison Meetings	NIL		1
			a	Continue working with Vale Inco and Rhodia to ensure the approved esthetics for the slag	NIL		1
	Participation in Slag Pile Esthetics	4	a				



Pillar	Goal	Number	Project	Cost Estimate	Funding Source(s)	Priority	
Economic	Ensure Economic Development as an ongoing priority	1	a	Assist LHDC with development of Business Park	\$	source	priority
			b	Work with Vale Inco's successful hotel operator and other successful contractors and unions to ensure the local residents are given opportunities to employment	NIL		1
			c	Continue to work with Vale Inco NL to have the temporary office building and land become part of the business park	\$1,000.00	Budget	1
		2	a	Review Town Plan and Development Regulations	\$500.00	Budget	2
			b	Celebrate local business successes	NIL		1
			c	Upgrade Water System	\$1,800,000.00	Capital Works	1
		3	a	Continue working relationship with Vale Inco to ensure local businesses are given opportunities	NIL		1
			b	Continues to assist LHDC with development of Business Park	NIL		1

Pillar	Goal	Project	Cost Estimate	Funding Source(s)	Priority
Social	More Community Events	Regular Community Meetings	NIL		2
		LH Day each year	\$6,000.00	Donations & Town Contributions	1
	Working with developers in new housing development areas	Continue to work with CGI for the completion of the mini-home development	\$3,000.00	Budget	1
		Work with the LHDC as they move forward with the Middle Pond housing development	NIL		1
	Enhance and promote recreational activities	Development of a fitness centre for residents	\$50,000.00	Donation	1
		Upgrades to the existing recreational area	\$40,000.00	Budget / TBD	2
		Explore walking trail options around Matuin Pond	\$1,000.00	Budget	3
		Continue to work with the Sports and Recreation Commission to promote recreational activities	NIL		1
		Have the existing tennis court rebuilt	\$100,000.00	To Be Paid by LHDC	2

Pillar	Goal	Number	Project	Cost Estimate	Funding Source(s)	Priority
				\$	source	priority
Cultural	Revive Traditional Activities	1	Organize traditional seasonal events	\$5,000.00	Budget	1
				\$500.00	TBD	3
	Promote our History	2	Develop a Look-Out site including information boards describing our past	\$1,000.00	TBD	1
	Continue Community Spirit Activities	3	Continue with activities such as Breakfast with Santa, Annual Tree Lighting, Long Harbour Day, etc	\$4,000.00	Budget	1
	Encourage Volunteerism	4	Continue to host reception for volunteers	\$3,000.00	Budget	1
	Increase community pride and support	5	Partner with social volunteer groups to highlight the key advantages and accomplishments of the town, its groups and residents	NIL		
	Offer school activities to instill local pride	\$500.00	Budget	2		

Pillar	Goal	Number	Project	Cost Estimate	Funding Source(s)	Priority	
Governance	Ensure transparent, accountable and open governance with informed and involved citizens	1	a	Present a yearly review of Council activities and financial report to Town residents	NIL		1
			b	Create and maintain a Code of Conduct for Council Members and Staff	NIL		2
			c	Ensure road maintenance and snow management levels of service have standards and are communicated to the public	\$10,000.00	Budget	1
			d	Develop Policy and Procedures Manual for all Council's Policies	\$500.00	Budget	1
			e	Minutes from Council Meetings to be posted on Website	\$100.00	Budget	1
			a	Participate in Joint Council with area municipalities	NIL		2
			a	Develop written process on how to handle and manage complaints and inquiries from residents (including timelines for response).	NIL		2
			b	Provide customer training and other applicable training/education sessions to staff.	\$1,000.00	Budget	2
			c	Increase opportunities for electronic access to online services for residents	\$500.00	Budget	3
			d	Review procedures to ensure permits, forms, access to staff are suitable and customer-friendly	NIL		2
	Enhance customer service	3					

Governance Cont.	Develop preventative maintenance program	4	a	Develop preventative maintenance plan for town roads, equipment, water treatment plant	\$5,000.00	TBD	1
	Ensure appropriate, undated Emergency Plan	5	a	Update Emergency Management Plan	NIL		1
			b	Ensure working committee is structure to continue with updates	NIL		2