



YOUR PARADISE PLAN 2027



Your Paradise - Plan 2027

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Executive Summary

Paradise has experienced a series of transformations in recent years. From managing the emergency weather events of Snowmageddon to adapting to the global economic and social shifts caused by the COVID-19 pandemic, and addressing local challenges like Lift Station 10 equipment failures, Paradise has been navigating significant shifts as Newfoundland's fastest-growing municipality.

Many positive things have influenced Paradise over the past four years, including celebrating the Town's 50th anniversary, provincial and municipal elections introducing new and returning representation, and the ACAN property redevelopment, which has introduced new employment opportunities to the Town.

With these varied changes in the Town comes the chance for Paradise to adapt and build new opportunities and realities for its residents, businesses, and visitors. Rising to the occasion, the Paradise Strategic Plan sets a "*first things first*" strategy, which ensures that the needs of residents today and future generations are being met.

The 2023 Strategic Plan is a roadmap for making decisions in the Town of Paradise for the next five years. It captures the long-term priorities and sets the overall direction for the Town as it continues to navigate a new era of growth and change.

Your Paradise-Plan 2027 is guided by a long-term vision, a set of pillars and their respective goals, which set the long-term direction for the Town. A suite of strategies and actions provides short-term direction for how to move toward the desired future.

VISION FOR PARADISE

Your Paradise – creating a thriving, well-balanced community together.

Pillars and Goals

The vision is supported by five pillars, each consisting of goals, strategies and metrics to establish tangible movements the Town can make towards achieving the long-term vision.

The pillars are distinct but connected, consisting of: infrastructure, economic growth, social and cultural health, environmental stewardship, and governance and engagement. The 18 actions within this plan each contribute towards multiple pillars.



Infrastructure

Goal: To sustain and grow existing assets, ensuring maintenance and replacement as needed while proactively planning new infrastructure to support community development and guide investment opportunities.



Economic Growth

Goal: To sustain and grow economic development proactively, supporting the further growth and diversification of the Town's economy.



Social & Cultural Health

Goal: To advance inclusive social and cultural health in Paradise, building community inclusion and belonging for all community members.



Environmental Stewardship

Goal: To lead by example in sustainable operations and planning, inspiring residents and partners for an environmentally healthy Town.



Governance and Engagement

Goal: To foster open communication and transparent decision-making, Paradise continually engages with the public, partners, and all levels of government, strengthening relationships through trust, collaboration and advocacy.

Implementation Framework

The strategic components of this plan are supported by a clear implementation framework to help guide progress towards the plan vision, build partnerships between key stakeholders and ultimately act with intention. The implementation framework is animated by an approach to continual learning and improvement that will accelerate progress towards the high-level vision over time.

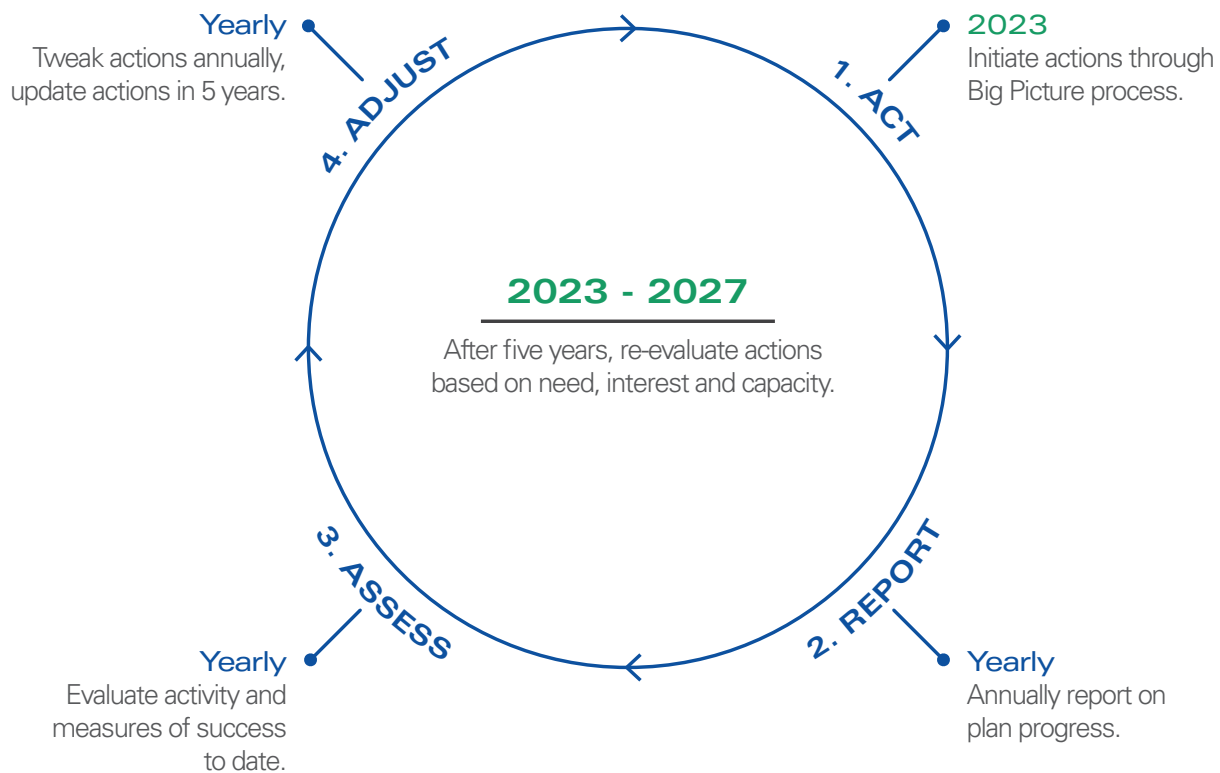
The framework approach includes four steps: **(1) Act, (2) Report, (3) Assess, and (4) Adjust.** Together, these steps provide the opportunity for frequent review, reflection, and adjustment in support of the vision and pillars of the *Your Paradise-Plan 2027*.

The framework, together with the 18 actions that define *Your Paradise-Plan 2027*, provides a comprehensive and deliberate approach to promoting action, learning, and adapting to emerging realities through the five years of implementation.

Advocacy

Underlying the framework of *Your Paradise-Plan 2027* is an understanding that ongoing efforts with regional and provincial bodies will be necessary for continued progress on some of the most important issues facing Paradise today. Several ongoing priorities are not the sole responsibility of the Town but instead depend on funding, coordination, and collaboration from other bodies of government.

Some of these priorities include the need for a new high school and better road access to and from Paradise. In addition to the ongoing actions and strategies outlined in this plan, advocacy is of the utmost importance to the Town in ensuring the best possible lived experience for residents, businesses, and visitors today and in the future.



A MESSAGE FROM THE MAYOR

On behalf of Council, it is my pleasure to present *Your Paradise – Plan 2027*, our strategic plan for the Town of Paradise for the next five years.

As the fastest growing municipality in Newfoundland and Labrador, we understand the importance of developing a plan that covers all our operations and outlines priorities so that we can meet the needs of our residents, businesses, and community groups. And we have worked to achieve just that with *Your Paradise – Plan 2027*.

A key part of developing our new strategic plan was input from our residents, community groups, businesses, and Town employees. We thank all those who took the time to contribute to this process. Your ideas, feedback, and input were integral in helping us develop a comprehensive plan for Paradise.

Building on our last strategic plan, *Your Paradise – Plan 2027* is based on our five strategic pillars, Infrastructure, Economic Growth, Social and Cultural Health, Environmental Stewardship, and Governance and Engagement. Each pillar has goals – our targets for the next five years, strategies – the path for achieving our goals, and metrics – the measurements we'll use to track our progress in reaching our goals. It's a robust, integrated, and forward-looking plan that is tailored for our Town.

With the plan in place, our work now starts to implement our goals and strategies to ensure we meet the needs of our growing Town, supporting our continued growth and keeping Paradise a community of choice for residents and businesses. Creating a thriving, well-balanced community together – that's our vision for our Town and *Your Paradise – Plan 2027* is our road map to guide us on that work.

Sincerely,

Dan Bobbett MAYOR OF PARADISE



A handwritten signature in black ink that reads "Dan Bobbett". The signature is fluid and cursive, matching the name of the Mayor.

Introduction

The journey to create a thriving and well-balanced community in Paradise requires prioritizing efforts. With a mindset of *“first things first,”* this 5-year Strategic Plan has been developed to guide the actions that will be taken.

Challenges and opportunities are approached with thoughtfulness and careful consideration, making strategic choices that will have a lasting positive impact on the community.

To build an informed plan, important data, policy information and public feedback were gathered during the initial phase of this project. These insights provide a better understanding of the Town’s current situation, strengths and areas where improvements are needed. This information has shaped the actions outlined in the strategic plan.

The proposed direction of this plan is not random or arbitrary; it is carefully designed to meet the current needs of the residents, businesses and visitors and lay a strong foundation for the future. In essence, *Your Paradise-Plan 2027* aims to address a fundamental question: *“How can the community continue to grow in a sustainable and progressive way while improving the level of service offered to the residents?”*

In embracing this challenge, complexities are navigated and opportunities are seized.

By taking a holistic and forward-thinking approach and involving all kinds of community members in collaboration and engagement, a path towards a vibrant, inclusive and prosperous future for Paradise can be charted. Together, a community can be built that fills everyone with pride while effectively managing resources and creating a brighter future for generations to come.

1.1 Rationale

A strategic plan is incredibly important because it helps the Town find a balance when dealing with many different issues and having limited resources. The community is experiencing the highest levels of growth in Newfoundland and Labrador. With so many issues needing attention, like improving infrastructure, providing services, and ensuring a fiscally responsible approach to local government, deciding where to start can be challenging.

Your Paradise-Plan 2027 acts like a compass, guiding the Town in setting clear priorities and making smart decisions in allocating limited time, money and capacity.

This plan will play an important role in ensuring decisions enhance the present and lay a solid foundation for the future. By taking a long-term approach, the Town can implement initiatives that create lasting benefits for the community. This forward-thinking perspective ensures that the needs of future generations are considered alongside the current demands.

By setting a five-year horizon for the plan, the Town can strike a balance between short-term responsiveness and long-term vision, ensuring that our actions align with the community's evolving needs and aspirations. Ultimately, *Your Paradise-Plan 2027* becomes a guiding compass for decision-making to build a thriving, well-balanced community.

1.2 Context

The Town of Paradise has been impacted by a series of changes since the creation of the previous plan, *Your Paradise: Plan 2022*, which impacts the actions within this Strategic Plan. A few of the largest events with lasting impacts on the strategic direction for the next five years include:

Lift Station 10 Equipment Failure

In 2019, an equipment failure at Lift Station 10 at the corner of Topsail Road and St. Thomas Line disrupted the Town's largest sewage lift station. Construction began to replace the lift station in 2023, a significant infrastructure project designed to serve Paradise for the next 50 years and budgeted at \$24 million. This project is supported through cost-shared funding with both the federal and provincial governments. The construction of this replacement station will impact Town finances for years to come.

Snowmageddon

On January 17, 2020, Paradise was hit with a severe winter storm, colloquially known as '*Snowmageddon*'. The record-breaking snowstorm brought the region and Paradise into a state of emergency for eight days, as over 90 cm of snow fell on top of nearly 100 cm already on the ground, with winds gusting up to 134 km/h.

Snowmageddon highlighted issues of community resiliency, food security, and emergency response in the face of the rising frequency and intensity of extreme weather events attributed to climate change. With extreme weather events forecasted with higher frequency and severity, the strategic plan comes at a time of increased need for resilience planning and dependable local service support.

COVID-19 Pandemic

The emergence of the COVID-19 pandemic has caused a worldwide, historical break in the status quo, straining local communities and the systems that support them, and providing a stark illustration of the interconnectedness between society, culture, economy, and the environment.

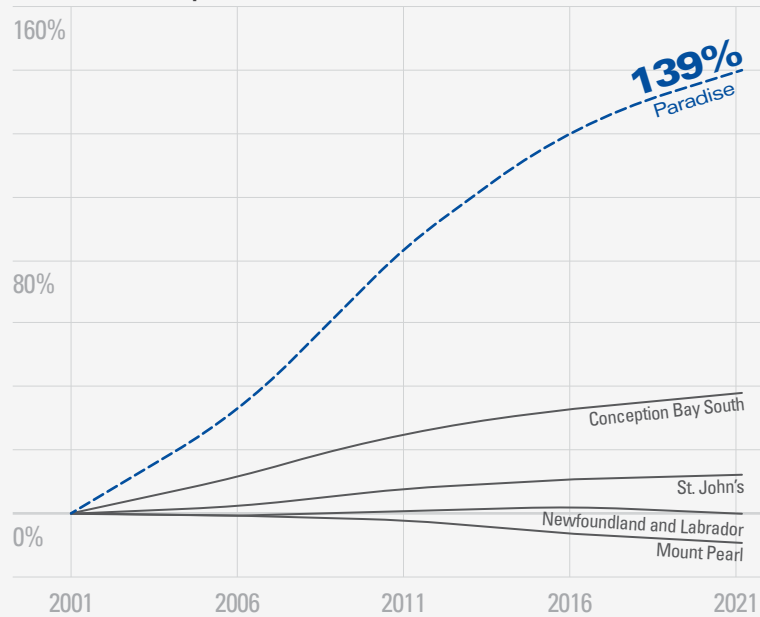
The province saw its first case of COVID-19 on March 14, 2020. In Newfoundland, the tourism and hospitality industry and other small businesses were hit particularly hard by pandemic-related travel restrictions and closures. Rising costs, supply chain issues, and systemic inequality continue to be challenges, changing how all systems and communities operate, including Paradise. Increased focus on business retention and support, as well as considerations for lasting cost increases across supply chains, are considered in the development of this plan.

Population Increase

In 2022 the population of Newfoundland and Labrador increased by 9,447 people or 1.8%, the province's highest calendar year annual growth rate since 1972.

Locally, Paradise became the third largest municipality in the province, with a population of almost 23,000, with the highest relative growth rate over time compared to St. John's, Mount Pearl, Conception Bay South, and the province as a whole. This rapid increase in population has lasting effects on the priorities of Council and staff while they continue to provide services and infrastructure necessary for current and future residents.

Relative Population Increase (Stats Canada, 2001-2021)



1.3 Plan Development Process

The *Your Paradise-Plan 2027* was developed over a series of three phases, each building from the foundation laid by the previous phase.

Phase 1: Project Foundations laid the groundwork for the plan by:

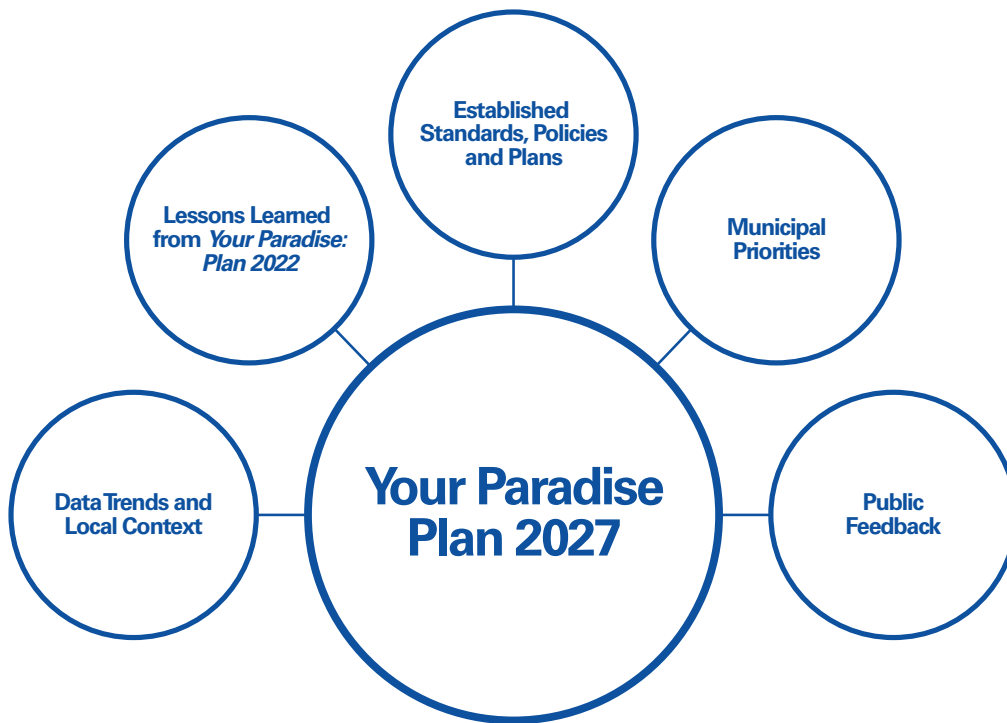
1. Reviewing the progress made from *Your Paradise: Plan 2022*
2. Reviewing key datasets and news sources for trends and major events in Paradise
3. Conducting engagement with 504 community and staff participants through: nine day-in-the-life Paradise experience interviews, five Future of Paradise workshops (online and in-person), Municipal Awareness Days engagement with grade six students, online public and staff surveys, and one Current State Council and staff workshop.
4. Reviewing approved Council plans and directional policies influencing the project.

Phase 2: Strategic Directions built from the learning in Phase 1 and included:

1. A multi-day strategic direction setting workshop with Council and Staff to build the fundamental components of the plan, including: vision, pillars and goals; pillar-related strategies; 18 key actions for implementation;
2. Staff and council reviews of the refined plan direction.

Phase 3: Strategic Plan Development worked to further refine and update the draft plan to adequately reflect the emerging and long-term needs of the Town.

The inputs into the process can be seen in the diagram below.



1.4 Advocating for Paradise

The Town has been listening closely to the concerns and desires of the community, and several important issues have been raised through the strategic plan process. These include the need for:

- » A new high school;
- » The construction of a pool; and
- » Better road access to and from Paradise.

While the Town fully understand the significance of these matters, it's important to recognize that they are not solely under the control of Council. Creating a thriving community requires collaboration and cooperation from various actors, such as the provincial and federal governments, businesses, local organizations, and residents alike.

In addition to the actions outlined in this plan Council will actively advocate for a new high school and better access to and from Paradise. The Town will also embark on a feasibility study for a swimming pool. Once the feasibility study is complete, if Council commits to the construction of a swimming pool, advocacy for funding will begin.

The Town is committed to informing the community about efforts and progress through annual strategic plan reports, ensuring that the community stays updated on how these areas evolve. By working with all the relevant parties, Council hopes to make significant strides in addressing these issues and creating a thriving and well-balanced community.

Plan Direction

Your Paradise - Plan 2027 is structured to provide a description of the desired future for Paradise and the ways in which Council will move forward, starting today.

Vision

A description of the ideal state of the future.

Pillars & Goals

Key elements of the community and a description of the ideal future state.

Strategies

Areas of strategically important activity to move the community towards the vision and goals.

Actions

Activities to take place within the next five years to move towards the vision and goals.

In addition to these primary directives, the plan is supported through a series of metrics within each pillar. Metrics are an integral part of ensuring that actions and strategies are moving the community towards the respective goals of each pillar and the long-term vision for Paradise.

Should additional metrics be developed as part of future updates to *Your Paradise-Plan 2027*, they must meet the following criteria to be effective:

- » **Meaningful:** Does the metric reveal something important about the progress being made on the strategic plan? Will it promote understanding of the direction and magnitude of change over time?
- » **Measurable:** Is it possible to obtain data on the state of the indicator? Is the level of resourcing required to implement these measures appropriate to the Town?
- » **Understandable:** Is the indicator easily understood by the intended audience, and will it motivate action and encourage reflection and adaptation over time?

2.1 Vision for Paradise

Your Paradise – creating a thriving, well-balanced community together.

2.2 Pillars and Goals

Infrastructure

Goal: To sustain and grow existing assets, ensuring maintenance and replacement as needed while proactively planning new infrastructure to support community development and guide investment opportunities.



Strategies:

- » **I1.** Invest in municipal infrastructure to ensure effective service levels are met throughout the community.
- » **I2.** Direct infrastructure investment in a planful way to effectively manage future growth.
- » **I3.** Collaborate with regional partners to build regional infrastructure to reduce the cost burden to residents and improve the level of service.

Metrics to track progress:

- » **Metric:** Percentage of total reinvestment compared to asset replacement value (*2017 Asset Management Plan*).
- » **Metric:** Revenue matches the level of investment required for annual network growth and growth of the reserve of the next four years.
- » **Metric:** Percentage of properties zoned for municipal water and sewer services receiving this level of service.

Economic Growth

Goal: To sustain and grow economic development proactively, supporting the further growth and diversification of the Town's economy.



Strategies:

- » **EG1.** Expand the commercial and industrial sectors to diversify the tax base in Paradise.
- » **EG2.** Support the retention and growth of businesses currently in Paradise.
- » **EG3.** Develop a placemaking approach to business that supports the Town to continue to be a place to live, work and play.
- » **EG4.** Engage in efforts to market Paradise to the global market.
- » **EG5.** Build approaches to allow the Town to be nimble and innovative in working with business partners.
- » **EG6.** Improved regional collaboration to leverage access to global opportunities.

Metrics to track progress:

- » **Metric:** Residential / non-residential assessment base ratio.
- » **Metric:** Business retention rate.

Social and Cultural Health

Goal: To advance inclusive social and cultural health in Paradise, building community inclusion and belonging for all community members.



Strategies:

- » **SC1.** Create an inclusive community by ensuring all services are welcoming and available to all.
- » **SC2.** Expand arts and cultural programming for the community.
- » **SC3.** Increase awareness of the local arts community in Paradise.
- » **SC4.** Invest in recreational assets to increase participation of all ages.
- » **SC5.** Advocate for social and educational infrastructure to grow Paradise as a complete community.

Metrics to track progress:

- » **Metric:** Investment into new social and educational infrastructure.
- » **Metric:** Investment into new and existing recreational assets in alignment with the *Open Space and Recreation Master Plan*.
- » **Metric:** Demographic participation in Town programs and services.

Environmental Stewardship

Goal: To lead by example in sustainable operations and planning, inspiring residents and partners for an environmentally healthy Town.



Strategies:

- » **ES1.** Apply an environmental lens to all decision-making processes in balance with fiscal responsibility to preserve and enhance environmental health.
- » **ES2.** Foster relationships with partners that support environmental stewardship to promote an environmentally sustainable future.
- » **ES3.** Invest in interventions that will prepare Paradise for the impacts of climate change using the *Local Climate Action Plan*.
- » **ES4.** Apply creative and long-term planning to preserve environmental assets throughout the Town.
- » **ES5.** Invest in approaches to increase waste diversion in the Town.

Metrics to track progress:

- » **Metric:** Percentage of waste diverted from landfill.
- » **Metric:** Total area of preserved open space in Paradise, following direction in the Municipal Plan.
- » **Metric:** Climate Adaptation Maturity Scale.¹

1. More information available at: <https://fcm.ca/sites/default/files/documents/resources/tool/mcip-av-climate-adaptation-maturity-scale.pdf>

Governance and Engagement

Goal: To foster open communication and transparent decision-making, the Town continually engages with the public, partners, and all levels of government, strengthening relationships through trust, collaboration, and advocacy.



Strategies:

- » **GE1.** Increase engagement with the community to improve input into municipal decision-making and increase awareness of Council decisions.
- » **GE2.** Amplify progressive strategies to attract and retain top talent to deliver leading-edge services to the community.
- » **GE3.** Advocate for improved provincial acts to enable effective governance.
- » **GE4.** Continue building the capacity of Town staff to deliver effective projects and services.
- » **GE5.** Strive to strike a harmonious balance between enhancing the quality of life in Paradise and fostering the long-term viability of the region, ensuring sustainable growth and prosperity for both.

Metrics to track progress:

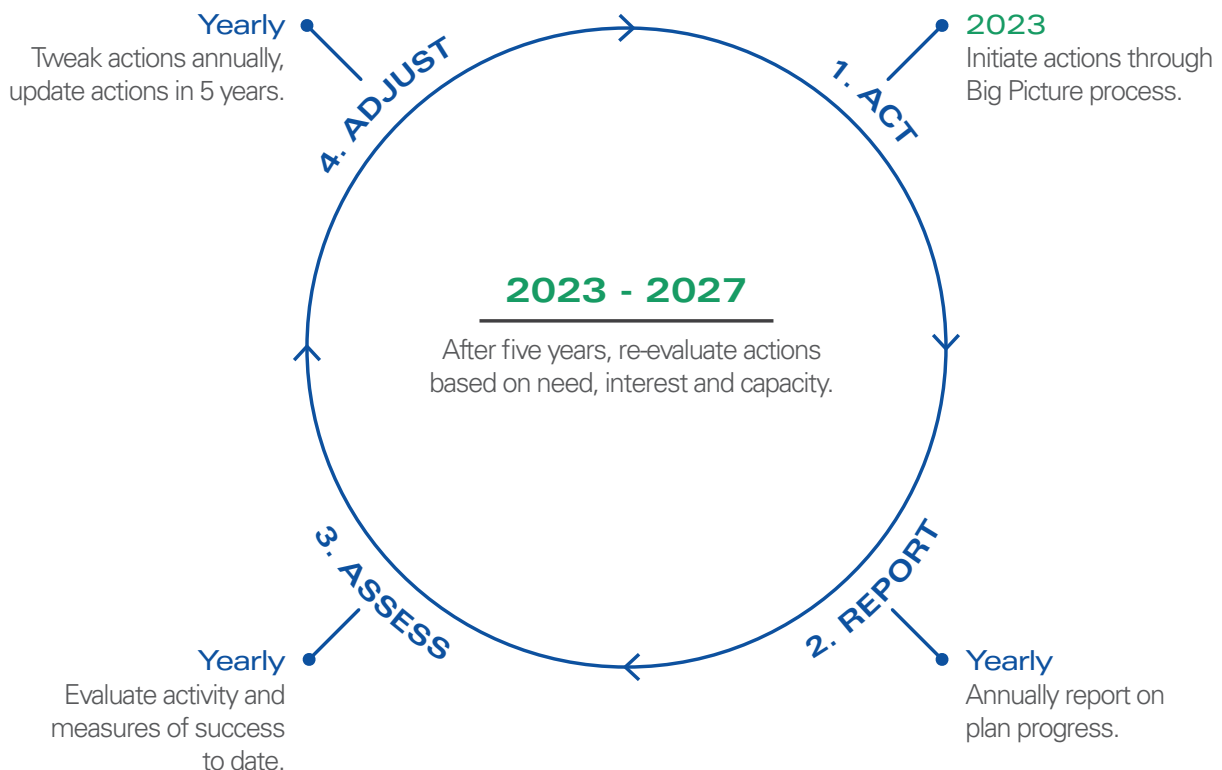
- » **Metric:** Levels of engagement annually (e.g. number of people engaged, number of engagement events, hours allocated to engagement with the community).
- » **Metric:** Levels of communication reach annually (e.g. website clicks, social media outreach).
- » **Metric:** Town employee retention rate.
- » **Metric:** Percent of regional initiatives with dedicated Town participation
- » **Metric:** Number of advocacy efforts towards initiatives listed in *Section 1.4 Advocating for Paradise*

First Things First: The Action Plan

3.1 Implementation Framework

Implementing *Your Paradise-Plan 2027* will require ongoing tracking, assessment and adjustment. As illustrated in *Section 1.2. Context*, a series of changes can influence a community over the course of five (or fewer) years.

Continued reporting, assessment and adjustments will ensure that the overall direction of this plan is successfully implemented within Paradise. The following graphic displays the proposed implementation framework *Your Paradise-Plan 2027*.



Your Paradise-Plan 2027 defines the path ahead for the next five years. It is built from the work of the previous strategic plan created in 2019, focused on the next five years of implementation, with the long-term vision, goals and strategies navigating the Town through the long term. At the conclusion of this implementation cycle, it is recommended that the plan's actions and outcomes be reviewed and revisited to ensure *Your Paradise-Plan 2027* remains relevant to contemporary trends and unexpected changes within Paradise and the Avalon Peninsula.

3.2 Key Implementation Actions

Throughout the development of this plan, dozens and dozens of actions were proposed. Actions were chosen based on the following criteria:

- » Is the action supported through multiple inputs of research and engagement?
- » Does the action help to support multiple strategic pillars for the Town?
- » Does the action support the current needs in the Town and/or build momentum for future Town improvements?
- » Is the action within the Town's ability to implement?

Using these criteria, the plan was narrowed down to a list of 18 actions. These actions are intended to be the initial areas pursued by the Town, as they improve life in the community today and set up momentum for future actions. Over the next five years, the Town will use these actions to prioritize resourcing and attention. If and when new opportunities arise, the Town will consider new actions, using the above criteria.

3.2.1 Summary

The 18 actions can be seen on the following page, with the associated pillars for each action outlined using coloured circles.

Actions	Pillar Alignment				
	Infrastructure	Economic Growth	Social & Cultural Health	Environment Stewardship	Governance & Engagement
Improve the Town event registration process		●	●		●
Update the Town's waste management program	●			●	
Develop a promotional campaign to celebrate the successes of local businesses		●	●		
Establish a recreational community financial support program for residents facing economic barriers		●	●		●
Implement outdoor spaces and programs for community members	●	●	●	●	
Explore and provide new public transit options	●	●	●	●	●
Expand Town operational infrastructure	●	●	●	●	●
Prioritize road network improvements for automotive and active transportation	●	●			●
Investigate and implement critical water and sewer infrastructure	●	●			●
Feasibility study for a municipal swimming pool	●		●		●
Update and implement the Business Concierge Program		●	●		
Update Town condition assessments and risk analysis in Asset Management Plan	●	●		●	●
Build relationships with Indigenous partners			●	●	●
Establish a Paradise Youth Advisory Committee		●	●		●
Explore solutions to leverage external funding streams	●	●	●	●	●
Develop a municipal engagement framework			●		●
Develop a flexible work policy for municipal staff	●	●	●	●	●
Develop a financial reserve fund policy	●	●	●	●	●

● Improving Paradise Today

● Setting the Stage for the Future

● Strengthening Systems and Collaboration

Action Structure

Actions proposed in *Your Paradise-Plan 2027* are separated into three unique categories:

- » **Improving Paradise Today:**
Actions that are fully implementable in the next five years.
- » **Setting the Stage for the Future:**
Actions that make progress towards longer-term improvements for the Town.
- » **Strengthening Systems and Collaboration:** Actions that improve the underlying processes of Town operations.

Each of the actions includes an extensive set of information to promote clarity, sharpen focus, and encourage prioritization of effort. Each action within this section contains the following information:

- » **Description:** An explanation of the action to be taken.
- » **Rationale:** The reason for the action's inclusion in *Your Paradise-Plan 2027*.
- » **What done looks like by 2027:**
A description of the completion of actions within the next five years. In the case of three of the more complex and emergent actions, this changes to 'Completion Criteria,' where a series of criteria are identified to determine whether this action can be considered complete.

3.2.2 Action Descriptions

Improving Paradise Today

Over the next five years, the Town will implement these practical and achievable actions to enhance the quality of life in Paradise. These steps will positively impact multiple pillars and will impact residents, businesses, and visitors alike.

Improve the Town event registration process

Description: Investigate the Town's event registration process and software to facilitate user experience improvements for both users and staff to sign up for Town events easily.

Rationale: The event registration process was identified as a barrier for residents today, as the event system hinders the access of some residents to Town events. To ensure that residents of Paradise today are able to build a sense of community with one another, improving the event registration process will build a foundation for increased public participation and pride.

What done looks like by 2027: An updated event registration process that is user friendly to both residents and staff.

Update the Town's waste management program

Description: Update the Town's waste management program to promote more sustainable waste management practices in Paradise. Initiatives can include updating regulations to reduce the number of garbage bags per household, introducing clear bags to promote waste reduction, and exploring implementing a more frequent blue cart recycling program.

Rationale: Updating the Town's waste management practices ensures that residents and businesses are able to collectively work towards environmental improvement outcomes in the Town today. This aligns with the Town's *Green Goal initiative*, launched in 2023.

What done looks like by 2027: New waste management practices and policies are implemented to improve from the 2023 standard, resulting in increased waste diversion and reduction.

Develop a promotional campaign to celebrate the successes of local businesses

Description: Develop a promotional campaign to tell the story of successful local businesses contributing to the Town to build support for the existing business community and attract new businesses to Paradise.

Rationale: Engagement respondents highlighted a desire to establish more businesses in Paradise and support small businesses within the Town. Promoting the existing businesses and continuously sharing resources with the business community is one way to ensure businesses already here and those looking to start a business in Paradise in the future feel supported and are aware of opportunities available within the Town.

What done looks like by 2027: A promotional campaign is developed and delivered through the Town's communications channels.

Establish a recreational community financial support program for residents facing economic barriers

Description: Develop a program to enable residents facing social, cultural, and economic barriers to participate in community programming and services offered by the Town. This program will increase the inclusivity of programs offered and the diversity of residents engaging with these programs.

Rationale: To support those in most need in Paradise today, this program will allow residents who may not normally have access to financial resources necessary for Town programming to connect with the many local programs and services available.

What done looks like by 2027: A community financial support program is implemented, with successful uptake from community residents.

Implement outdoor spaces and programs for community members

Description: Investigate and implement new programs for the use of outdoor spaces while actively upgrading current outdoor spaces. This action would include the ongoing investigations within the town for Paradise Park, the upcoming boathouse at Octagon Pond, and any new outdoor space and program opportunities that arise in the coming years.

Rationale: Having outdoor space for leisure, arts and culture, and recreational programming beyond sports was mentioned by residents as something currently missing in Paradise. Building from the existing outdoor trail network, new outdoor spaces and programs add to the experiences available in Paradise today.

What done looks like by 2027: New outdoor spaces and programs are planned and implemented in Paradise for all community members to enjoy.

Explore and provide new public transit options

Description: Investigate and provide expanded transit options for residents, considering on-demand transit and new offerings through agreements with regional partners. This action seeks to connect Paradise both internally and externally, providing increased mobility options for the Town.

Rationale: Transit options for residents to commute within and outside of Paradise are limited. Partnering to allow for new transit options would enable residents, particularly youth, seniors and employees, to have a reliable source of public transit in Paradise today.

What done looks like by 2027: New transit options have been explored and are available compared to 2023.

Setting the Stage for the Future

A number of pivotal steps are needed to lay the groundwork for growth and enhance the long-term quality of life in the Town. These priorities will propel Paradise towards the future it envisions, aligning with the Vision and Goals to create a thriving, well-balanced community.

Expand Town operational infrastructure

Description: Support the growth of Paradise and Town staff through improved operational infrastructure. This may include the construction of new municipal facilities, such as a new Public Works Depot, to replace the existing facility, which has reached its capacity for both equipment and staff.

Rationale: Feedback from the engagement process outlined Town services and infrastructure needed improvement. Expanding the Town's operational allowance to support its anticipated growth would support the Town's increased need for Municipal Servicing. In addition, expanding the Town's operational infrastructure will protect and maintain the Town's existing assets while improving the level of service and creating capacity for future population growth.

What does it look like by 2027:

- 1. Improved Facilities:* Council has reviewed and considered the consultant's report on a new Public Works Depot and has identified a path forward to increase the operational capacity of the Town.
- 2. Enhanced Operational Capacity:* The operational capacity of the Town aligns with the projected needs of the growing population and maintains an appropriate balance between workforce, equipment, and resources.
- 3. Improved Service Levels:* The operational improvements result in noticeable enhancements in Town services, demonstrated through quicker response times, efficient resource allocation, and heightened community satisfaction.

4. Adaptability to Future Growth: The expanded operational infrastructure is designed with scalability in mind, capable of accommodating future increases in demand without significant modifications.

Prioritize road network improvements for automotive and active transportation

Description: Prioritize network improvements to active and automotive transportation through the placement of action items from the *Transportation Planning Update* on the Town's priority list. This action aims to support the short-term improvements listed in the Transportation Planning update to improve travel within Paradise and the greater Avalon Peninsula.

Rationale: One of the most frequently mentioned topics during the public engagement was enhancing the Town transportation infrastructure. Topsail Road, in particular, was a significant barrier for commuters, both travelling within Paradise and the Avalon Peninsula by car and using active transportation. Prioritizing network improvements will help ensure that as the Town expands, traffic flows and pedestrian safety are addressed in the most appropriate way.

What does it look like by 2027:

- 1. Network Upgrades:* Council utilizes the *Transportation Planning Update* to guide their priorities for the construction of additional road networks. Council is committed to making the short and medium solutions the priority on funding applications and will also make the solutions for improved access and egress to Town an advocacy priority. Where capital funds for road infrastructure are available, Council utilizes this document to guide their investment.

2. *Improved Traffic Flow:* Traffic congestion on key routes, such as Topsail Road, has been reduced, resulting in smoother automotive commutes and reduced travel times for both local and regional traffic.
3. *Enhanced Pedestrian Safety:* Active transportation pathways and pedestrian crossings are improved and effectively separated from vehicular traffic, promoting safety and encouraging walking and cycling within the community.
4. *Funding Pathways Established:* Clear steps toward securing funding for the identified network improvements are in place, ensuring financial resources for ongoing maintenance and future enhancements.

Investigate and implement critical water and sewer infrastructure

Description: Investigate and implement water and sewer system solutions to bring underserved parts of the Town up to an appropriate level of service by updating and implementing key infrastructure. A series of solutions for water and sewer services are currently being implemented, including improving existing infrastructure for water pressures and sewage handling, expanding water and sewer services to underserved areas, and expanding service limits into undeveloped parcels of land.

Rationale: Current and future residents require basic services the Town provides, including water and sewer access. Successful population growth relies on the Town’s water and sewer infrastructure being able to keep up with the pace of development.

What done looks like by 2027:

1. *Functional Lift Station:* Lift Station 10 is fully operational, ensuring efficient sewage management and preventing disruptions to the Town’s sanitary systems.

2. *Regulatory Compliance:* The Town consistently adheres to federal government regulations concerning ocean discharge, ensuring responsible wastewater disposal and environmental preservation.
3. *Equitable Water Pressures:* Water pressure throughout the Town is uniformly balanced, guaranteeing all residents receive an adequate water supply for their daily needs.
4. *Progressive Funding Acquisition:* The Town secures funding for underserved areas identified in the water and sewer priority list, enabling the expansion of municipal services to regions currently serviced privately.
5. *Continued Development Facilitation:* New developments above the 180m contour elevation can proceed unhindered, fostering growth in areas previously constrained by inadequate water and sewer infrastructure.

Feasibility study for a municipal swimming pool

Description: Undertake a comprehensive feasibility study to assess the viability and potential benefits of constructing a municipal swimming pool within Paradise. This study will examine various factors, including site selection, cost estimates, operational considerations, and community needs assessment, to determine whether the establishment of a swimming pool aligns with the Town’s goals and resources.

Rationale: The initiation of a feasibility study for a municipal swimming pool is driven by the recognition of the growing demand for recreational facilities and services within the Town. Paradise has experienced significant population growth, and residents have a clear desire for additional recreational opportunities, including a swimming pool.

What done looks like by 2027: A feasibility study has been commissioned and completed, providing the Town with the necessary information to make an informed decision regarding the construction of a municipal swimming pool, taking into account the Town's needs, financial feasibility and potential benefits for residents and the broader community.

Update and implement the Business Concierge Program

Description: The aim of the Business Concierge Program is to elevate the customer service standards for commercial clients through a strong economic development lens and focus. The program will be updated to provide business owners, developers, and investors with a formal service that offers simplified and time-sensitive development process facilitation and/or rapid and coordinated issue resolution through the convenience of a single point of contact.

Rationale: The Concierge Program began in 2021 through work on streamlining home-based business and tenant fit-up applications. Many efficiencies were identified and corrected, resulting in higher customer service. Future phases of the program will expand upon this success as the Town continues to grow.

What done looks like by 2027: The Business Concierge Program is implemented and active, generating increasing uptake from commercial clients.

Strengthening Systems and Collaboration

Improving life in Paradise requires a system of effective and nimble Town processes, adequate resources, and strong relationships with the community. These activities will evolve how the Town works internally and externally.

Update Town condition assessments and risk analysis in Asset Management Plan

Description: Perform condition assessments for all the Town's assets with respect to life expectancy to understand the current state of infrastructure, level of risk, and level of reinvestment required. As part of the asset management planning process, continue to allocate funds from the municipal budget annually to a fund for annual asset repair, maintenance, and replacement.

Rationale: Carefully managing, investing, and planning for more sustainable municipal infrastructure was the most supported action in staff and public surveys. Updating condition assessments and risk analysis allows for the Town to be playful in their approach to upgrades, funding applications, and to ensure that high-risk assets are proactively addressed before extreme events. Combined with a reserve policy, this will enhance the Town's ability to consistently manage assets over time.

What done looks like by 2027: *The Asset Management Plan* is updated to reflect the current state of assets and infrastructure, with funding allocated for ongoing asset repair, maintenance, and replacement.

Build relationships with Indigenous partners

Description: Improve the Town's understanding and acknowledgement of local Indigenous history and traditions as a first step towards ongoing Truth and Reconciliation with First Nations. Begin to build trust and relationships with local Indigenous partners, paired with meaningful action to raise awareness and build collaboration into Town services and programs, such as a Paradise land acknowledgement.

Rationale: Ensuring that Town Council, leadership, and staff are meaningfully connected to Indigenous history and communities will ensure the Town is taking the necessary steps to Truth and Reconciliation locally.

What done looks like by 2027: New relationships are built, and existing relationships are strengthened with local Indigenous partners. Cultural resources are developed to respectfully, knowledgeably, and effectively improve the cultural appreciation of Council and Town staff, including developing a land acknowledgement for Paradise.

Establish a Paradise Youth Advisory Committee

Description: Open an ongoing dialogue between the Town and youth in Paradise to understand youth needs, interests and perspectives on community issues by creating a *Paradise Youth Advisory Committee*.

Rationale: Paradise has a large proportion of young families compared to other municipalities in the Avalon Peninsula. To ensure the youth voice is meaningfully represented in decision-making processes, the *Youth Advisory Committee* would provide the Town with a starting connection with issues and ideas relevant to youth.

What done looks like by 2027: The *Youth Advisory Committee* is established and operational.

Explore solutions to leverage external funding streams

Description: Explore solutions to maximize Town capacity to apply for external funding resources and opportunities (grants, sponsorship, etc) through either existing staff, new staff, or external consultants that provide guidance, support, and development of funding applications.

Rationale: There are a series of high-order priorities that the Town needs to balance to support the needs of residents and businesses in Paradise. Pursuing solutions to leverage external funding streams would provide opportunities to propel many of the Town's initiatives forward.

What done looks like by 2027: A formalized process or lead department is identified to leverage external funding streams, resulting in an increased number of successful external funding applications.

Develop a municipal engagement framework

Description: Create an engagement framework for discrete and ongoing Town practices to increase transparency and accountability. Establishing an engagement framework promotes Town consistency and ensures integration of resident feedback into the decision-making process.

Rationale: Engagement participants identified that Town communications processes for ongoing engagement were slow to respond, not transparent, and inconsistent. Creating a municipal engagement framework will allow for consistent engagement and communications with residents and businesses alike, improve local communication, and provide opportunities to contribute to the decision-making process. In addition, the framework can address the unique needs of different kinds of community members, including voices often left out of typical processes, which can increase engagement overall.

What done looks like by 2027: An engagement framework exists and is in use by the Town.

Develop a flexible work policy for municipal staff

Description: Build a policy that provides clear direction on the allowances and expectations of flexible work, including the types of staff roles that are/are not appropriate for this policy.

Rationale: 'Flex work' can help foster productivity and create inclusive and supportive environments that attract and retain needed talent, which can be difficult when competing within the Avalon Peninsula. Creating a flexible work policy can help to remediate some of the office space issues that the Town is currently facing and improve the ability to attract new employees.

What done looks like by 2027: A flexible work policy for municipal staff is approved and actively utilized by municipal staff.

Develop a financial reserve fund policy

Description: Establish a policy that governs the management and administration of reserves and reserve funds. Reserve funds are financial resources set aside by agreement to meet a future event. Municipal Councils may set up reserve funds for any purpose for which they have the authority to spend money. Considerations should be made for various types of reserves and how the Town builds and utilizes them over time.

Rationale: Creating a financial reserve fund policy will enhance the Town's ability to financially plan for maintenance, upgrades, and replacement of infrastructure as well as circumstances that may not be foreseen, such as those that came with *Snowmageddon*. Creating a process for these future issues ensures that Paradise will be resilient in the face of extreme weather events and other challenges and improve the internal processes fundamental to the Town.

What done looks like by 2027: A financial reserve fund policy is approved and actively utilized in the Town budgeting process.

Let's Get to Work

With *Your Paradise-Plan 2027* in place, the Town will build upon the work done over the past four years towards its long-term vision and goals. Implementation of the plan will be a continual process of iteration and refinement that will support the key actions and the ongoing delivery of day-to-day municipal services to meet the needs of all residents.

The Town will revisit *Your Paradise-Plan 2027* at the conclusion of the implementation period in 2027 to celebrate progress, honour Town champions, and adapt the plan to new realities and opportunities yet unknown.

In the meantime, let's get to work.