

**I** ntegrated  
**C** ommunity  
**S** ustainability  
**P** lan

**GUIDE**

**ICSP Options and Content Requirements**

**April 2009**

**Department of Municipal Affairs  
Newfoundland and Labrador**



## ICSP OPTIONS

As identified in the ICSP Framework, municipalities in Newfoundland and Labrador have 3 main options to choose from when developing an Integrated Community Sustainability Plan (ICSP). They are:

1. **Municipal Plan ICSP** – is the most costly and in-depth approach but would provide the plan with legislative authority.
2. **Stand-Alone ICSP** – is a possibly costly option but it gives the municipality complete control over the goals and objectives.
3. **Collaborative ICSP** – is the most cost effective option and has the added benefit of guaranteeing that where appropriate partners are working toward common goals.

This guide is divided into three sections to provide specific details for each of the three ICSP options available. **Note that the guide outlines the required content of an ICSP but it does not provide a step-by-step process.** The specifics of the process must be developed by each municipality to address their individual situation. For the purposes of this guide the term “municipality” will include Inuit Community Governments.

## KEY COMPONENTS OF A SUCCESSFUL ICSP

The ICSP is designed to be a comprehensive planning document that is constantly referred to and updated as necessary to keep it relevant and useful. By following the Ten Steps outlined in the Framework along with the specific aspects outlined in the appropriate section of this ICSP Guide, municipalities should be able to develop effective and efficient plans. **Every ICSP, regardless of the option, should contain the following vital components:**

- **Public participation** in the decision making process.
- Consideration for the five Pillars of **Environment, Economic, Social, Cultural and Governance** Sustainability.
- Consideration of any **relevant land use plans** or policies in the appropriate jurisdiction.
- **Integration** with or consideration of any relevant existing community or regional plans.
- Identified **goals and specific actions** to accomplish required outcomes over a **five year timeline**.
- Recognition and identification of the **fiscal requirements** and realities related to the implementation of the plan.
- **Collaboration** with neighbouring municipalities, communities or regional entities where appropriate.
- Description of the **sustainable infrastructure projects** that will be developed with Gas Tax funding (as listed in Capital Investment Plans) as well as those projects that impact ICSP goals and actions.
- Some kind of **monitoring and evaluation** process to ensure the document is always relevant.

**OPTION 1: MUNICIPAL PLAN ICSP**

Municipalities with an existing Municipal Plan can choose to update their existing Municipal Plan and use it as the basis for the ICSP. Municipalities with older Municipal Plans may need to consider a series of amendments to integrate sustainability values. Or, recently updated Municipal Plans may already be acting as sustainability plans, and therefore these municipalities may only need to indicate how they are integrating sustainable planning into this document. The ICSP related goals should reflect the same **five year** cycle as the municipal plan.

**Advantages of the Municipal Plan ICSP**

- If the sustainability principles are integrated into the Municipal Plan and subsequently the Land Use Bylaw, policies will have regulatory standing and may have more influence than a stand-alone ICSP.
- ICSP Process can be integrated into standard Municipal Review process and thereby create efficiencies.
- If municipalities have relatively up to date Planning documents that incorporate sustainability elements, this process is the least intensive.

**Challenges of the Municipal Plan ICSP**

- After the Municipal Plan is approved changes or modifications to policies as identified in the Municipal Plan must go through the standard amendment process, whereas a Stand-Alone ICSP sits outside the regulatory framework.
- A full Municipal Plan Review is a lengthy and time-consuming process which means municipalities will have to quickly work through any changes in order to meet the March 31, 2010 deadline.
- Unless the municipality has a planner this is likely the most costly option

**There are two ways an existing Municipal Plan can supplement the ICSP:**

Option	If you chose this option...	...then you must complete this task
1(a)	The Municipal Plan already functions as an ICSP	Prepare a report based on the following outline that indicates how your current Municipal plan acts as an ICSP.
1(b)	The Municipal Plan requires minor or substantial amendments to serve as an ICSP	Amend your Municipal plan as required to include the information required by an ICSP as identified in the following outline.

If it is the case that the Municipal Plan requires substantial amendments a municipality may choose to undertake a Municipal Plan Review. Some municipalities are coming due for their Municipal Plan review as identified under the Rural and Urban Planning Act, and please note that any amendments or municipal plans will still be subject to the standard review and approval process as is required under the Act.

## **MUNICIPAL PLAN REPORT FORMAT/GUIDE**

The purpose of this report is to provide a format for recording and summarizing material within existing plans that is relevant to an ICSP. The report is organized into sections, each of which requires information that can be extracted directly from existing planning reports as it relates to sustainability. In some instances additional consultation or material may be required to integrate sustainability planning principles. For those undergoing Municipal Plan review this guide outlines the details that must be included in a Municipal Plan ICSP.

### **1) Introduction – Who are we as a community?**

This section should provide a brief background on your Municipal Plan and the purpose it serves. This section may be fairly brief, but should include the following:

- a description of any sustainability principles and overarching goals or visions that are part of the Municipal Plan;
- when the original documents were prepared;
- a short description of the issues it addresses and why it was initially developed; and
- any recent updates or significant policy changes/additions related to sustainability.

### **2) Visioning and Community Consultations – Where are we going?**

Consultation with the community is a mandatory part of the ICSP process. In this section provide information on how your municipality consulted with the public on issues related to sustainability.

- summarize the community consultation involved in preparing the original Municipal Plan;
- identify how various sections of the community were educated about the development and implementation of the plan;
- if recent consultations with the community have been made since the development or review of the Municipal Plan, a summary of the relevant topics discussed should be included.

### **3) Collaborations and Partnerships – Who will we work with?**

Collaborations and/or partnerships involving joint policies, shared infrastructure, or capacity-building projects must be described in the ICSP. Where applicable, provide information on the nature of your collaborations, partnership, or any other kinds of regional arrangements (*e.g.*, time, work, funding, materials, expertise, and information) that were developed through the collaboration/partnership. This may include other municipalities, communities, Provincial or Federal Government initiatives, or not for profit entities such as Regional Economic Development Boards.

#### **4) Goals based on Sustainability Principles – How will we get there?**

The Gas Tax Funding Agreement indicates that the ICSP must take into consideration the five pillars of sustainability: **Environmental; Economic; Social, Cultural, and Governance**. This section is to show how the original Municipal Plan and any subsequent amendments to planning documents take sustainability principles into account.

- Outline, where applicable, how the Municipal Plan integrates: environmental sustainability, economic sustainability, social sustainability, cultural sustainability, and governance sustainability into broader community planning objectives.
- Wherever possible, list and describe the long-term sustainable planning goals found in the Municipal Plan.
- Outline in detail which policies and provisions within the planning documents address long-term sustainable outcomes.
- List and describe any future actions in the Municipal Plan that are associated with sustainable outcomes.
- If the Sustainability Self-Assessment was completed indicate any areas requiring significant attention as identified in the report and what sections of the plan will address those issues.

#### **5) Sustainable Infrastructure Projects – What infrastructure do we need?**

This section is to list and describe the capital infrastructure projects that have been selected by the municipality, including but not limited to those projects funded through the GTA.

- Itemize and provide a short description for of all your capital infrastructure projects.
- Highlight and provide details for projects that incorporate features of ecological infrastructure such as greywater recycling, planting of indigenous species, enhancement and maintenance of greenspace or urban forests, rainwater harvesting, and support for green building standards.

#### **6) Contributions to Sustainable Outcomes – Will we be more sustainable?**

The primary purpose of the gas Tax Agreement is to encourage municipalities to make planning decisions related to infrastructure investments that will contribute to sustainable outcomes. Use this section to describe in as much detail as possible, either directly or indirectly, (a) how existing policies and provisions in the Municipal Plan and (b) how infrastructure developed under the Gas-Tax Funding Agreement, contribute to the following outcomes:

- cleaner air;
- cleaner water; and
- reduced greenhouse gas emissions.

**7) Official Plan Amendments and additions – What changes are required?**

If applicable, fully describe and provide details on any proposed amendments or additions to the existing Municipal Plan and Land Use By laws required to implement the ICSP.

**8) Implementation and Monitoring Strategy – How will we know?**

In addition to the legislated requirements of the Urban and Rural Planning Act community or municipal representatives should meet once a year to review the ICSP and determine if goals and actions have been undertaken and if the proposed timelines have been observed. The community should then adjust the plan as necessary and the Municipal Plan ICSP should indicate the proposed monitoring strategy.

## **OPTION 2 STAND-ALONE ICSP**

Municipalities have the Option of creating a Stand-Alone ICSP. This is an ICSP that sits outside of the legislative framework and acts as a Strategic Planning document. Municipalities with or without a planning framework (municipal plan/land use bylaw) can use this option, if they do not want the ICSP integrated into their existing Municipal Plan. This option is also flexible and can accommodate the incorporation of existing community plans into the ICSP process, particularly comprehensive long-term municipal or community development plans completed within the past three to five years. The focus of the ICSP should be on a **five year plan** with allowances for issues regarding longer term goals as well. **Note that this guide outlines the required content of an ICSP but it does not provide a comprehensive step-by-step process.**

### **Advantages of a Stand-Alone ICSP**

- A Stand-Alone ICSP sits outside the regulatory framework and can act as a strategic plan for the community but is not subject to the same regulatory approval requirements as a Municipal Plan.
- A Stand-Alone ICSP is a first step in helping communities begin to think about their sustainability plans and integrating ideas across the community without getting bogged down in detailed land use planning issues.

### **Challenges of a Stand-Alone ICSP**

- The Stand-Alone ICSP can become 'yet another' document that needs to be managed and integrated into municipal processes.
- The Stand-Alone ICSP does not have any regulatory or legal standing and therefore may not influence substantial change unless municipalities consciously choose to continue monitoring and implementing the plan.

**There are essentially two ways to develop a Stand-Alone ICSP:**

<b>Option</b>	<b>If you chose this option...</b>	<b>...then you must complete this task</b>
2(a)	There are existing plans that cover most aspects of an ICSP	<ul style="list-style-type: none"> <li>• Prepare the ICSP based around the significant elements not covered by the previously developed plans</li> <li>• Detail how any plans used as part of the ICSP fulfill the requirements and attach the documents in an Appendix</li> </ul>
2(b)	The ICSP will mostly be an entirely new document	The ICSP should include sections and processes as presented in this guide.

## **GUIDE FOR A STAND-ALONE ICSP**

### **1) Community Introduction – Who are we as a community?**

Use the Introduction Section to provide a brief background on your community. The introductory section can be fairly brief, and provides a description of your community that will assist those who live there to articulate how they see their community. It also introduces your community to outsiders and provides an overview of the physical environment, history, people, jobs, economy, culture, and other information you feel characterizes and is important to your community. This section should include statistical, or map data to support the characteristics identified for your community.

### **2) Community Assessment – Where are we now?**

It is important not only to have an understanding of what needs your community already has but also what assets are in place. Assets can include volunteers, buildings, businesses, associations, government services and residents. Asset based planning and development is a good way to prevent the negative approach sometimes fostered through a needs or deficiencies approach. Assessing your community's existing infrastructure, economy, social, cultural, environmental and governance status, will allow areas of needs and assets to be identified for development and improvement. If the municipality has a Municipal Plan it should be at least referenced in this section. If there is no Municipal Plan then a sampling of other land use plans that impact in and around the municipal boundary should be referenced.

Hold a meeting among the key stakeholders/community representatives (not necessarily a public meeting) in your region to identify common issues and partnerships as well as unique issues pertaining to subsections of the region. For this section your region will be identifying:

- common Issues
- existing partnerships
- local assets

The MNL/CCRC Sustainability Self-Assessment will have identified key issue areas for your communities. This can serve as a baseline in identifying common issues as well as issues that will still require distinct approaches for one or more municipalities. Collaborations and/or partnerships involving joint policies, shared infrastructure, or capacity-building projects must be described in the Collaborative ICSP. Where applicable, provide information on the nature of your collaborations, partnership, or any other kinds of arrangements (*e.g.*, time, work, funding, materials, expertise, and information) that were developed through the collaboration/partnership.

To ensure that the minimum operational and legislative municipal requirements are being met please include a version of the following table in the ICSP. Questions that you answer with “No” **must be addressed** in the ICSP with goals, action(s) and a timeline to work toward a positive outcome.

### **Operational Basics and Legislative Requirements**

<b>Basic Questions of Sustainability</b>	<b>Yes</b>	<b>No</b>
In general are you able to get candidates to run for municipal council?		
Does your council hold at least one public council meeting per month?		
Has the municipality been able to avoid an operating deficit continuously in the past 2 years?		
Is your debt servicing level within the Provincial benchmark of 30%?		
Is your Municipal Plan up to date?		
Do you have adequate municipal buildings to meet your current needs?		
Do you currently meet <u>all</u> conditions of your permit to operate your water system?		
Are you able to meet <u>all</u> Provincial and Federal requirements for sewage treatment?		
Do you have sufficient water and sewer infrastructure to meet the needs of your residents?		
Does your council keep at hand, adopted rules of procedure?		
Do you currently employ <u>all</u> the staff you require to meet the operational needs of you municipality.		
Is your sold waste collected at least once a week and disposed of at a department of Environment approved site?		
Do you provide, or contract for, adequate emergency response services?		

### **3) Community Vision – Where are we going?**

In order to effectively move towards sustainable and stable communities, it is important for each community to determine its core values. With core values a community can create a vision its members wish to achieve. Once a desired outcome and vision are known the community can examine its current situation and identify strategic goals.

To develop your community vision you can take the following steps:  
Hold at minimum one public meeting or facilitated visioning workshop to ask the community what their vision for the future is. Ask participants questions about what they would like their community to be in the future. Sample questions include the following:

- What kind of community do you want to live in 5, 20 or 50 years in the future?
- What features of the community are important to you?

- What kind of community do you want for your family and their children and grandchildren?

The information gathered at this meeting can then be used to establish a list of guiding principles or a vision statement.

#### **4) Community Strategic Goals and Actions – How do we get there?**

Once the municipality examines its current situation and completes a community vision it will need to identify strategic goals that will help achieve the vision. To do this, communities should use the information developed in the Sustainable Self-Assessment Report as a baseline. The Self-Assessment Report will have identified some of the main issues that your community should focus on. Identify these issues (and other issues the community may want to focus on) and develop possible actions or strategic solutions to address these issues.

This is part of the ICSP should constitute the main body of the plan and should contain a distinct section for each of the five pillars of **Environment, Economic, Social, Cultural** and **Governance** sustainability. Each section should contain the following details:

1. A current state of sustainability introduction (e.g. State of Economic Sustainability for the Town of Sampleville)
2. Reference to any plans, existing or in development, that could impact this section of the ICSP and if those plans have been consulted in the development of this ICSP.
3. Major Goals as developed through the visioning and Self-Assessment process. Each goal should contain information regarding the following issues:
  - Details regarding prioritized projects and/or actions required to complete the goal including for each project/action:
    - The lead person or group for the project
    - Cost and funding source (if currently identified)
    - Progress estimates for the five year period and estimated date of completion.
    - Partners involved (if any)
    - Whether or not it is funded through the Gas Tax fund and if it is included in the Capital Investment Plan
    - Describe in as much detail as required, how projects developed with Gas-Tax Funding contribute to the following outcomes:
      - cleaner air
      - cleaner water
      - reduced greenhouse gas emissions;
  - How will you measure goal success?
  - Identify **any** potential land use implications.
  - Indicate if the goal could also fulfill requirements under another pillar(s).

### **5) Collaborations and Partnerships – Who will we work with?**

Partnerships can improve the effectiveness of the plan by bringing together people with diverse perspectives and expertise. This often leads to collaborative initiatives and greater efficiency through the combination and integration of services. In addition, many issues are regional in nature and may extend beyond the borders of communities. In those cases where municipalities are working together in a regional approach to sustainability, the communities involved must describe the nature and details of their collaborations and partnership. If the collaboration was discussed in the Goals and actions section then reference them here. Collaborations and/or partnerships involving joint policies, shared infrastructure, or capacity-building projects must be described in the ICSP. Where applicable, provide information on the nature of your collaborations, partnership, or any other kinds of arrangements (*e.g.*, time, work, funding, materials, expertise, and information) that were developed through the collaboration/partnership.

### **6) Implementation and Monitoring Strategy – How will we know?**

At a minimum community or municipal representatives should meet once a year to review the ICSP and determine if goals and actions have been undertaken and if the proposed timelines have been observed. The strategy should include the identification of the required resources, financial and otherwise. The community should then adjust the plan as necessary. The Stand-Alone ICSP should indicate the proposed evaluation and monitoring strategy including timelines. This is an imperative part of the process if the ICSP is to become a living and evolving document.

### **OPTION 3 COLLABORATIVE ICSP**

Municipalities in Newfoundland and Labrador have the option of developing a Collaborative ICSP in partnership with any other municipalities, local services districts or unincorporated communities. The groups can be as small as two and as large as is practical for the region. In developing a Collaborative ICSP municipalities can pool their resources together to develop a regionally based ICSP, making the process more cost-effective and efficient. The group will have the opportunity to include collaborative goals and actions where it makes sense as well as individual goals and actions where collaboration is impractical. As noted below this process requires focused work for the initial setup but it can be the least intensive and most rewarding on a regional basis. The focus of the ICSP should be on a **five year plan** with allowances for issues regarding longer term goals as well. **Note that this guide outlines the required content of an ICSP but it does not provide a comprehensive step-by-step process.**

#### **Advantages of the Collaborative ICSP**

- Municipalities can pool resources to make the requirement for an ICSP more cost-effective and efficient.
- Clearly establishes partnerships in support of the goals of the Gas-Tax Agreements.
- May act as a catalyst to increased sharing and partnering in the management of municipal resources and administration.
- Recognizes that **some** municipal issues are either inherently multi-jurisdictional or regional (politically, economically or bio-regionally) and are best addressed collaboratively.

#### **Challenges of the Collaborative ICSP**

- Requires greater coordination at the front end of the process to establish partnerships and ensure fairness in distribution of financial resources and responsibilities.
- Requires some kind of coordinator to oversee and manage the process.

## **GUIDE FOR A COLLABORATIVE ICSP**

### **1) Introduction of the Region – Who are we as a region?**

Use the Introduction Section to provide a brief background description of your communities and of the region as a whole. The introductory section can be fairly brief, and provides a description of your communities and of the shared or diverse characteristics that helps articulate how stakeholders see their region. It also introduces your region to outsiders and provides an overview of the physical environment, history, people, jobs, economy, culture, and other information you feel is important to your communities. This section should also include statistical, or map data to support the characteristics identified for your area.

### **2) Identify Collaborations and Partnerships – Who do we work with?**

Partnerships can improve the effectiveness of the plan by bringing together people with different diverse perspectives and expertise. This often leads to collaborative initiatives and greater efficiency through the combination and integration of services. In addition, many issues are regional in nature and may extend beyond the borders of individual communities. In some cases these issues reflect multi-jurisdictional political, economic or ecological challenges. In those cases where municipalities would like to work together in a regional approach to sustainability, the communities involved must describe the nature and details of their collaborations and partnership. Due the nature of various issues facing municipalities it is likely that even within a collaborative approach there will be smaller groups that work together on certain goals that may not affect others. Groups must begin to identify as early as possible which aspects and goals which partners will collaborate on, and which goals will be addressed by a single municipality. It is incredibly important to be very clear about roles and responsibilities of partners and individuals involved.

### **3) Regional Assessment – Where are we now?**

It is important not only to have an understanding of what needs your community or region has identified but also what assets are in place. Assets can include volunteers, buildings, businesses, associations, government services and residents. Asset based planning and development is a good way to prevent the negative approach sometimes fostered through a needs or deficiencies approach. Assessing your area's existing infrastructure, economy, social, cultural, environmental and governance status, will allow areas of needs and assets to be identified for development and improvement.

Hold a meeting among the key stakeholders/community representatives (not necessarily a public meeting) in your region to identify common issues and partnerships as well as unique issues pertaining to subsections of the region. For this section your region will be identifying:

- common Issues
- existing partnerships
- local assets

The MNL/CCRC Sustainability Self-Assessment will have identified key issue areas for your communities. This can serve as a baseline in identifying common issues as well as issues that will still require distinct approaches for one or more municipalities. Collaborations and/or partnerships involving joint policies, shared infrastructure, or capacity-building projects must be described in the Collaborative ICSP. Where applicable, provide information on the nature of your collaborations, partnership, or any other kinds of arrangements (*e.g.*, time, work, funding, materials, expertise, and information) that were developed through the collaboration/partnership.

To ensure that the minimum operational and legislative municipal requirements are being met **each municipality** should complete a version of the following table and include it in the collaborative ICSP. Questions that are answered with “No” **must be addressed** in the ICSP with goals, action(s) and with a timeline to work toward a positive outcome.

### **Operational Basics and Legislative Requirements**

<b>Basic Questions of Sustainability</b>	<b>Yes</b>	<b>No</b>
In general are you able to get candidates to run for municipal council?		
Does your council hold at least one public council meeting per month?		
Has the municipality been able to avoid an operating deficit continuously in the past 2 years?		
Is your debt servicing level within the Provincial benchmark of 30%?		
Is your Municipal Plan up to date?		
Do you have adequate municipal buildings to meet your current needs?		
Do you currently meet <u>all</u> conditions of your permit to operate your water system?		
Are you able to meet <u>all</u> Provincial and Federal requirements for sewage treatment?		
Do you have sufficient water and sewer infrastructure to meet the needs of your residents?		
Does your council keep at hand, adopted rules of procedure?		
Do you currently employ <u>all</u> the staff you require to meet the operational needs of you municipality.		
Is your sold waste collected at least once a week and disposed of at a department of Environment approved site?		
Do you provide, or contract for, adequate emergency response services?		

#### **4) Regional Vision – Where are we going?**

In order to effectively move towards sustainable and stable communities, it is important for a region to determine its core values. With core values a region can create a vision its members wish to achieve. Once a desired outcome and vision are known the region and the communities within it can examine its current situation and identify strategic goals.

To develop your region's vision hold, at minimum, one public stakeholder meeting including representatives and residents from the participating communities to identify the future vision for the region. Sample questions include the following:

- What kind of region do you want to live in 5, 20 or 50 years in the future?
- What features of the region are important to you?
- What kind of community do you want for your family and their children and grandchildren?

The information gathered at this meeting can then be used to establish a list of guiding principles or a vision statement.

#### **5) Regional Strategic Goals and Actions – How do we get there?**

Once the communities examine their current situation and complete a vision for the area they will need to identify strategic goals that will help achieve the vision. To do this, communities should use the information developed in the Sustainable Self-Assessment Report as a baseline. The Self-Assessment Report will have identified some of the main issues that communities should focus on. Identify these issues (and other issues the region may want to focus on) and develop possible actions or strategic solutions to address these issues as well as build on existing assets.

It is important to note that for a collaborative ICSP municipalities are free to develop partnerships with regard to goals and projects that make sense and to develop individual goals and projects where a solo approach is the best option. There could be one section that outlines the collaborative goals and objectives and another where each individual partner can describe individual goals and projects that may not be shared by others.

This is part of the ICSP should constitute the main body of the plan and should contain a distinct section for each of the five pillars of Environment, Economic, Social, Cultural and Governance sustainability. Within each section or pillar there should be goals and actions that are tied to groups of municipalities but it should also indicate where collaboration is not necessary or practical and list the goals and actions for the individual communities in that case. For the initial development of the Collaborative ICSP approach plans must address each pillar but they should focus on two in detail, **Governance and Economic**

**Sustainability**. Those two sections should contain the following details:

1. A current state of sustainability introduction (e.g. State of Economic Sustainability for the area of Sample Bay East)

2. Reference to any plans, existing or in development, especially of a regional nature, that could impact this section of the ICSP and if those plans have been consulted in the development of this ICSP.
3. Major Goals as developed through the visioning and Self-Assessment process. **Note that goals can include any one or all partners depending on the collaboration required for that goal.** Each goal should contain information regarding the following issues:
  - Details regarding prioritized projects and/or actions required to complete the goal including for each project/action:
    - The lead person, group or municipality for the project
    - Cost and funding source (if currently identified)
    - Progress estimates for the five year period and the estimated date of completion
    - Describe in as much detail as required, how projects developed with Gas-Tax Funding contribute to the following outcomes:
      - cleaner air
      - cleaner water
      - reduced greenhouse gas emissions;
    - Partners directly involved
    - Whether or not the activity is funded through the Gas Tax fund and if it is included in a Capital Investment Plan
  - Identify **any** potential land use implications.
  - How will you measure goal success?

For the sections on the pillars of **Environment, Social and Cultural Sustainability** the plan should include the following:

1. A current state of sustainability introduction (e.g. State of Cultural Sustainability for the area of Sample Bay East)
2. Reference to any plans, existing or in development, that could impact this section of the ICSP and if those plans have been consulted in the development of this ICSP.
3. Major Goals as developed through the visioning and Self-Assessment process. Each goal should contain a list of any actions and/or infrastructure projects funded through the Gas Tax Agreement and note their estimated date of completion. These can include as few or as many partners as are involved in completing the goal or action.

## **6) Implementation and Monitoring Strategy – How will we know?**

This section of the Collaborative ICSP should indicate the proposed implementation and monitoring timeline and strategy. The strategy should include the identification of the required resources, financial and otherwise. Community and municipal representative involved in the Collaborative ICSP should meet at least once a year to review the ICSP and determine if goals and actions have been undertaken and if the proposed timelines have been observed. The group should adjust the plan as necessary during these meetings.

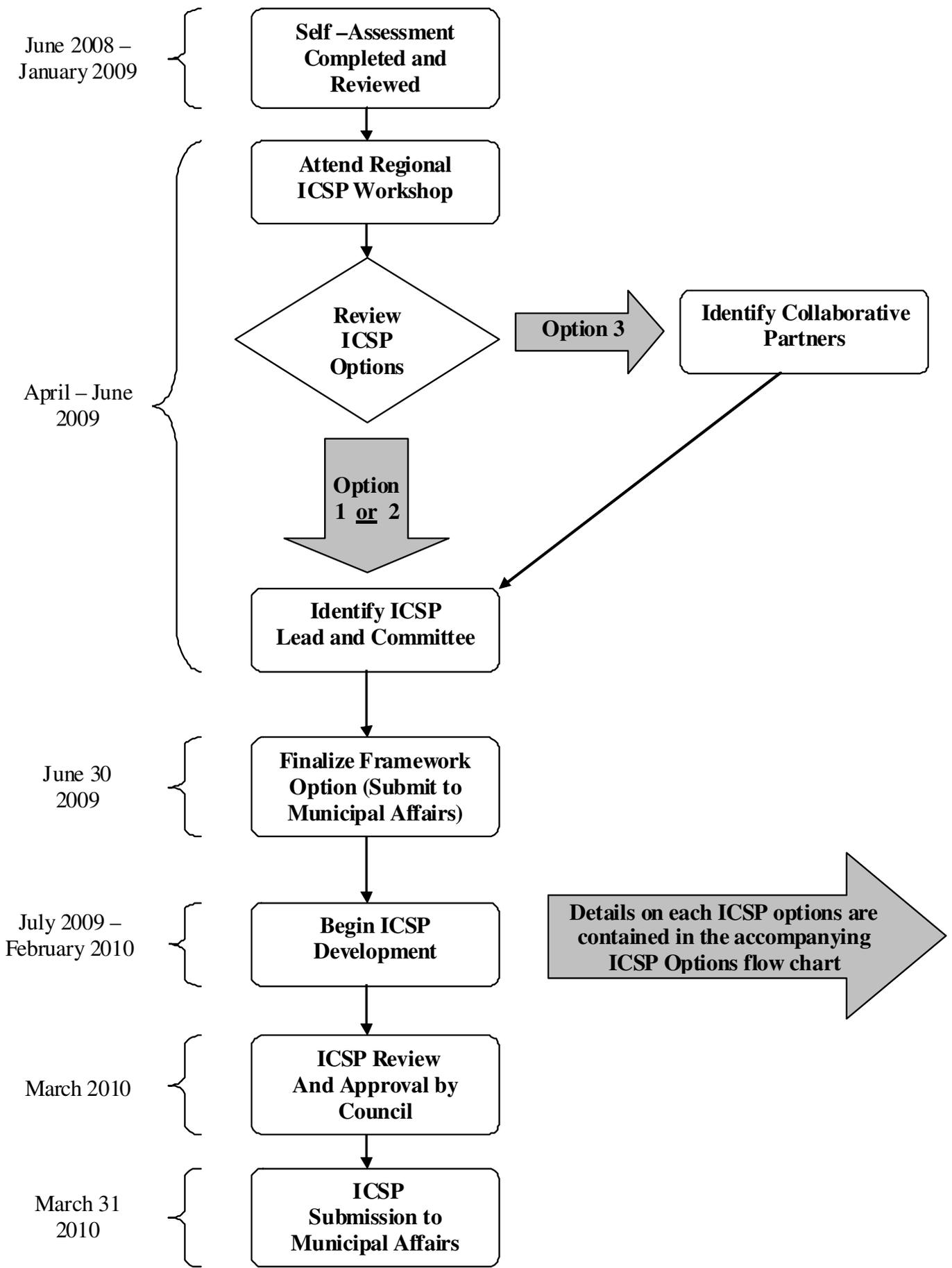
## **About The ICSP Guide**

The Framework and guide has been developed to assist the Municipalities of Newfoundland and Labrador in completing an Integrated Community Sustainability Plan (ICSP). The Gas Tax Agreement signed between the Province and Local Governments indicates that Municipalities must complete an ICSP by March 2010. If the Local Government does not comply with the terms of the agreement, the methods of enforcement may include withholding of payment, reduction of payment, requiring the return of payment, or non-renewal of the Gas Tax Funding Agreement. This document is not intended as a replacement for the Gas Tax Agreement and full details of all obligations and requirements can be found in the official agreement.

For further information regarding ICSPs or any other component of the Gas Tax Agreement please contact the Department of Municipal Affairs at 1-877-729-4393 or [gastax@gov.nl.ca](mailto:gastax@gov.nl.ca).

**ICSP Flow Chart  
Including  
Option Breakdowns and  
Corresponding Dates**

# Generic ICSP Process Flow Chart with Corresponding Dates



## ICSP Options flow Chart

