



2019-2029

CITY OF ST. JOHN'S

STRATEGIC PLAN

**OUR CITY.
OUR FUTURE.**

A Sustainable City | A City that Moves | A Connected City | An Effective City

OUR CITY OUR FUTURE

2021 REVIEW AND PLAN UPDATE

Since the launch of Our City, Our Future in 2019 significant progress has been made towards achieving its goals. Of the 136 initiatives undertaken to advance the plan from 2019-2021, 89 were fully completed. This accomplishment is a testament to the City's employees who advanced the work of the plan during some very challenging times.

As per the City's strategic planning framework, the directions and goals of the plan are to be reviewed with each term of Council. Accordingly, the first plan review was completed in the fall of 2021. This review included consultation with Council, management, and staff and was informed by the results of the City's Citizen Satisfaction Survey conducted in November of 2020.

The review confirmed wide support for the plan's four strategic directions; A Sustainable City, A City that Moves, A Connected City, and An Effective City. Eighty-seven percent of citizens surveyed agreed that the City was on the right track. While the plan's existing goals remain relevant, the review concluded that some gaps existed particularly with respect to the areas of climate change and service excellence. As a result, in its April 4, 2022 meeting, Council approved the following updates to the strategic plan.

A new goal was added to the Sustainable City strategic direction to reflect the City's work related to climate adaptation and the actions arising from the Resilient St. John's Community Climate Plan and the Corporate Climate Plan. The new goal, work collaboratively to create a climate-adapted and low-carbon city, and the updated description is shown below.

A SUSTAINABLE CITY

A CITY THAT IS SUSTAINABLE TODAY AND FOR FUTURE GENERATIONS; ECONOMICALLY, ENVIRONMENTALLY AND FINANCIALLY.

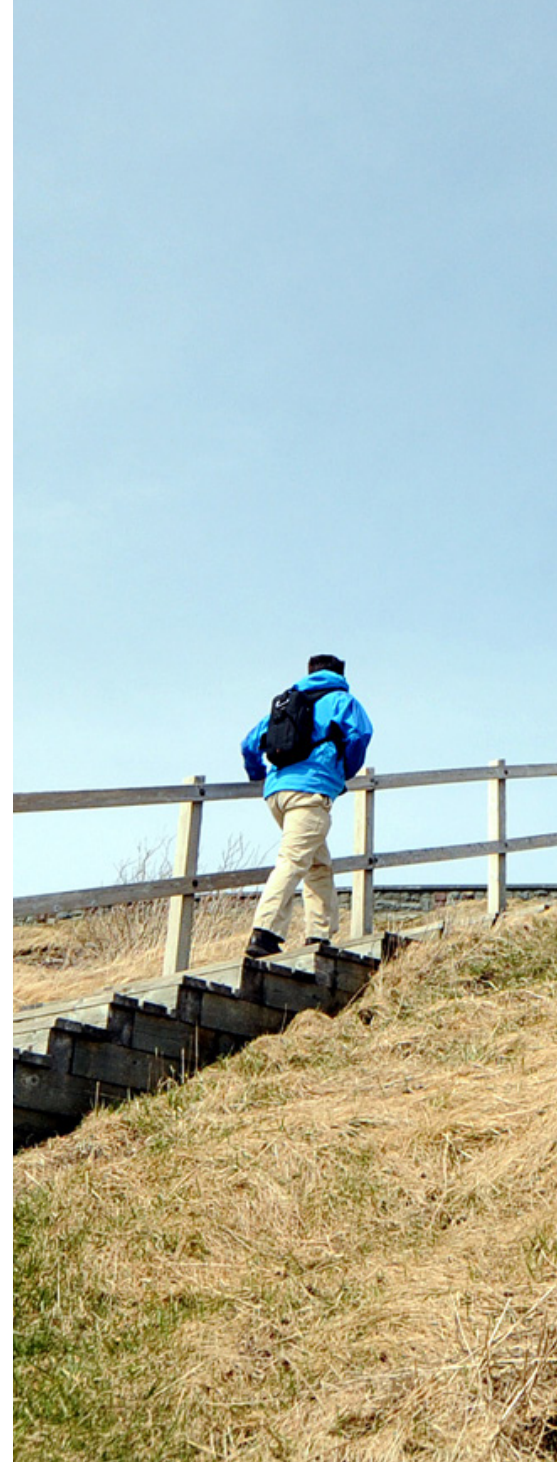


Every decision the City makes impacts sustainability today and into the future. By focusing on policy and strategy that supports a climate-adapted and low-carbon future, a strong economy, values the environment we live in, supports progressive land use planning, and clearly demonstrates value for money to residents, St. John's will be a sustainable and affordable place to live and do business.

GOALS

- Be financially responsible and accountable
- Plan for land use and preserve and enhance the natural and built environment where we live
- Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors
- Work collaboratively to create a climate-adapted and low-carbon city

Within the City That Moves strategic direction, one goal was modified to reflect the City's focus on climate adaptation and public transportation. The new goal, create a sustainable and accessible, low-carbon public transportation system, and the updated description is shown on the following page.



A CITY THAT MOVES

A CITY THAT BUILDS A BALANCED TRANSPORTATION NETWORK TO GET PEOPLE AND GOODS WHERE THEY WANT TO GO SAFELY.



Changing demographics mean the way people move around the city is shifting. Our transportation network needs to provide all people and businesses access to options, including low-carbon alternatives, for travelling where they want to go. By focusing on safety, balance, and sustainability this direction attempts to make a safer and more effective transportation network for everyone, regardless of their mode of travel.

GOALS

- Create a sustainable and accessible, low-carbon public transportation system
- Expand and maintain a safe and accessible active transportation network
- Improve safety for all users on a well-maintained street network

A new goal was added to the Effective City strategic direction to provide focus to the City's work related to modernization, innovation, and continuous improvement. The new goal, achieve service excellence and innovation through collaboration and modernization grounded in client needs, is shown below.

AN EFFECTIVE CITY

A CITY THAT PERFORMS EFFECTIVELY AND DELIVERS RESULTS.



The City needs to have the right strategies, policies, procedures and tools in place to ensure a focus on the right things, while delivering the best services possible, and making decisions for the benefit of the community. Good governance and accountability drive performance.

GOALS

- Work with our employees to improve organizational performance through effective processes and policies
- Ensure accountability and good governance through transparent and open decision making
- Achieve service excellence and innovation through collaboration and modernization grounded in client needs

The review confirmed the validity of the strategic direction Connected City and all other goals contained within the plan. The next plan review will take place in 2025 following the municipal election.

The updates to Our City, Our Future presented here strengthen the plan and help guide the City's efforts to realize its vision of a progressive city where people want to live and feel they belong.



MESSAGE

FROM THE MAYOR AND COUNCIL

In 2018 the City of St. John's set out to build a new Strategic Plan, one that would transition us as we see changes in our demographics and economy. Maintaining affordability for residents is a major priority for Council given our current environment. As a Council, we aspire to position the City as a place where people want to live and work and where everyone feels they belong. However, not only do we want people to choose St. John's as a place to live and do business, we want them to love St. John's and feel connected to this place and the people who live here.

Our City, Our Future sets forth such a vision. Its intention is to build on the success and learning from our 2015-18 Plan and to keep us focused on our longer-term directions namely to be a **Sustainable City**, a **City that Moves**, a **Connected City** and an **Effective City**. Working with staff, and using input from our residents and stakeholders, Council has identified the goals we want to focus on for the next three years. These are ambitious goals that hold us accountable and ensure the strategic activities we put our efforts into are also important to you. As well, we want to build a City organization where our policies and processes drive high performance and where our continuous improvement efforts make things better every day.

To realize our vision and achieve our goals we must work closely with our partners, our staff, and our residents. Together we can build a city that is sustainable today and in to the future.





OUR CITY

St. John's is a vibrant city unlike any other. From iconic Signal Hill and the Narrows to our beautiful parks and historic downtown, we offer residents and visitors alike a one-of-a kind experience. We are known for our friendly people, our thriving arts scene, our ocean expertise, our innovative post-secondary community, and our constantly emerging culinary appeal.

HOUSEHOLD CHARACTERISTICS

(2016)

108,860

TOTAL POPULATION

47,625

TOTAL HOUSEHOLDS



61.4%

OWN

38.6%

RENT

IT IS ANTICIPATED THAT AS WE MOVE TOWARDS 2036:



THE AGE GROUP OF

25 TO 34

WILL SHOW THE STRONGEST DECLINE

THE POPULATION

65 AND OVER

WILL SHOW LARGE POPULATION INCREASE

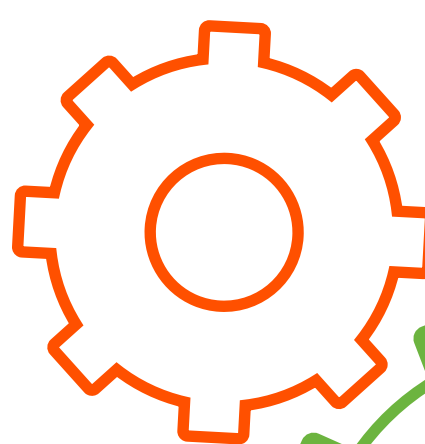
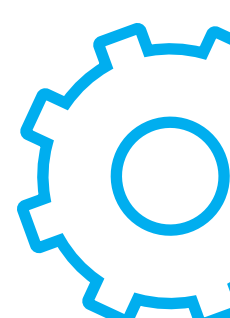


STRATEGIC PLAN FRAMEWORK

The Strategic Plan is the City's overarching strategy document, created to shape and direct our strategic decisions over the next ten years. The vision and the strategic directions are the drivers for change, developed through our year-long **Our City, Our Future** initiative, and they provide the foundation for the plan.

The four directions are the strategic pillars, each one including goals that translate into specific strategic actions every year. The directions are designed to be longer term, for a period of ten years, with the goals designed for the life of Council with each new Council reviewing and adjusting them to reflect emerging and changing priorities.

Annually, the City will identify strategic activities to focus on which will help achieve the goals outlined here and turn the intention of the plan into a reality. The city will publish these annual priorities and report on achievements online.



BUILDING OUR CITY, OUR FUTURE



When the City tabled its 2015-2018 Strategic Plan it set out ambitious directions and goals that we have been working and reporting on every year. During this time there was a significant shift in the economy, the city undertook a year-long program review exercise, and a new Council was elected. As we started work on a new Strategic Plan, there were several considerations:

- The City has several other plans and strategies, some of which are dated, some of which are new and some of which are evolving including a new economic development plan. We needed a new plan that could set out higher-level directions and goals but would be nimble enough that it could incorporate activities from these other plans, all driving towards a common vision.
- We wanted the plan to be a living document. Therefore, we considered how best to align it to the three-year budget cycle ensuring the initiatives undertaken each year have the necessary resources to make them happen; tying the annual strategic initiatives that advance the plan into our daily work and building that in to our ongoing accountability.

Engage! St. John's

CITIZEN SURVEY

In March 2018 the City undertook its first **citizen satisfaction survey**. The survey provided us with a benchmark of how we are currently performing, and a snapshot of what residents think about the services they receive, value for money, capital spending, and engagement and communications. We learned that residents believe St. John's is a good place to live, where they have good quality of life and enjoy a variety of services. We also heard where residents believe we need to make improvements. The survey results provided for good conversation during much of the year-long engagement work and set a benchmark for how we are doing as a City. As part of our strategic planning framework, the City will undertake this type of survey every two years, the next one being in 2020.

PUBLIC ENGAGEMENT

Over the past five years, the City has made great strides in public engagement, building a framework and growing internal capacity. For the new Strategic Plan, it was important to hear from a variety of voices. While the citizen survey provided perspective, opportunity for more robust dialogue was necessary. Between April and October 2018, through a series of nearly 50 in-person and on-line engagement activities, there were several thousand points of engagement. We created an ad hoc budget and strategy advisory committee comprised of a cross section of members from existing City committees to provide advice and guidance on both the development of the plan and the budget process.

Regardless of the stakeholder, key themes started to emerge from the engagement process and people indicated what was truly important to them. Words such as affordability, engagement and communication, how we get around, inclusion and access, the importance of places to go and things to do, the environment, land use and public spaces, efficiency, feeling connected and accountability were heard often. Combined with the feedback from the citizen survey, this information helped shaped the vision and directions outlined in this plan.



VISION

St. John's is a progressive city, shaped by its geography and history, where people want to live and feel they belong.

MISSION

Guided by our vision, values and strategic directions, we are a team of Councillors and employees delivering valued programs and services in a fiscally responsible manner, for the betterment of the entire community.

GUIDING PRINCIPLE

We will work with partners and municipal neighbours to advance our strategic directions through cooperative and innovative approaches.





CONTINUE TO DO THINGS BETTER

We will continue to find ways of doing things better with the aim to be the best we can be in the provision of programs and services.

Improvements can be made when there is an understanding of how things are currently working. There is a commitment to learning, and continuous quality service delivery.



BE INNOVATIVE

We will be agile, introduce and adopt new ideas, operating methods and new ways of delivering services. We will find ways of maximizing resources by engaging with citizens and employees, taking informed and managed risks and harnessing technology. In being innovative, change must be positive, decrease time and effort, increase efficiency and/or increase simplicity.



CREATE A POSITIVE ENVIRONMENT

By establishing policies, practices and protocols that support a healthy, safe and secure workplace we will develop a service-focused climate where employees and the public feel supported and secure.



BE RESPECTFUL

A respectful environment nurtures a culture grounded in the principles of respect and service and advances policies and initiatives in support of that culture.



TAKE OWNERSHIP

Taking ownership means taking responsibility and following through on responsibilities. We are motivated and take pride in our work and the work of the organization.



STRATEGIC DIRECTIONS



1 A SUSTAINABLE CITY

A city that is sustainable today and for future generations; economically, environmentally and financially.

2 A CITY THAT MOVES

A city that builds a balanced transportation network to get people and goods where they want to go safely.

3 A CONNECTED CITY

A city where people feel connected, have a sense of belonging, and are actively engaged in community life.

4 AN EFFECTIVE CITY

A city that performs effectively and delivers results.



A SUSTAINABLE CITY

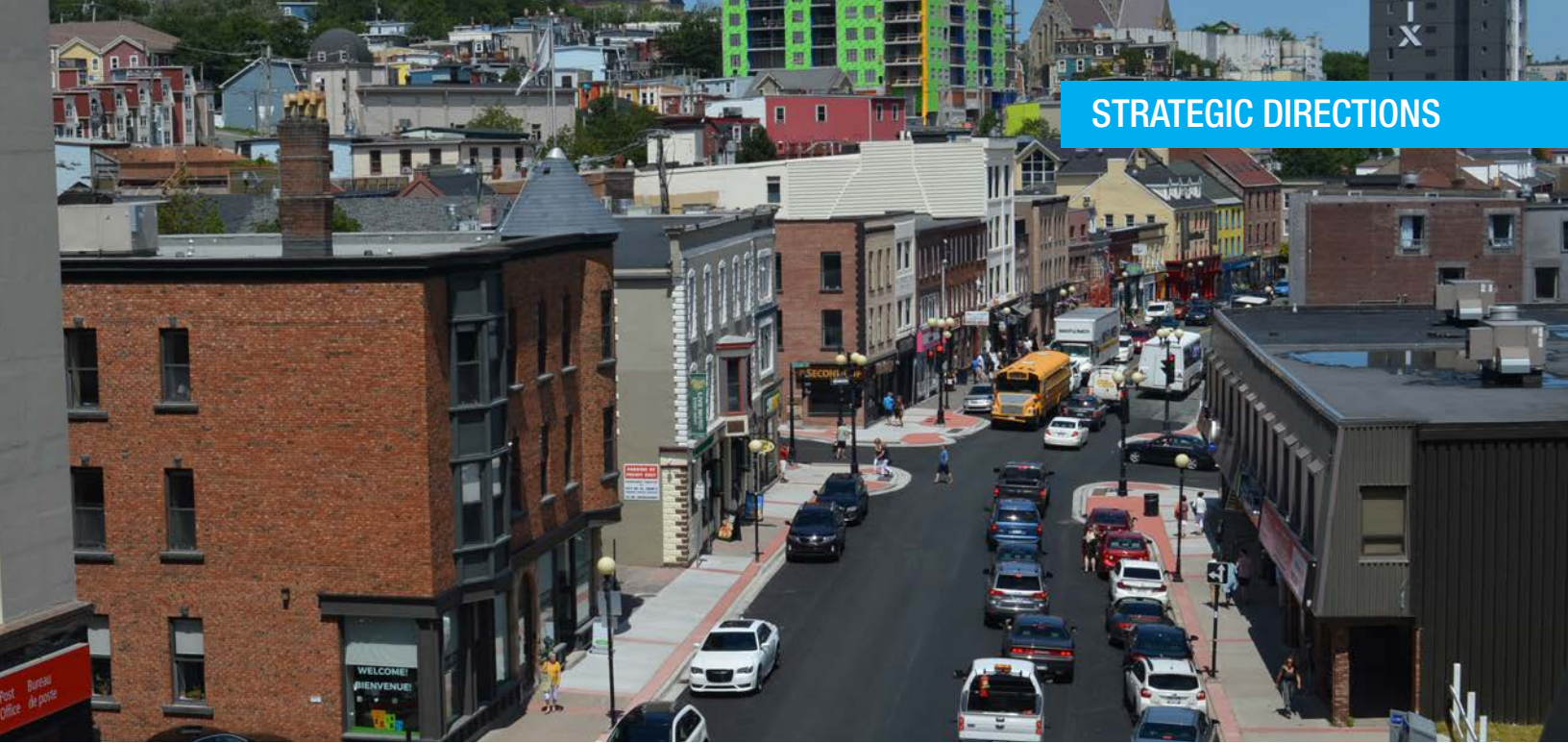
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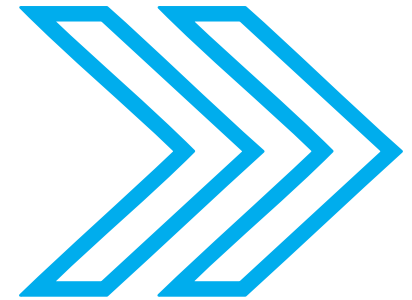
GOALS

- Be financially responsible and accountable
- Plan for land use and preserve and enhance the natural and built environment where we live
- Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors



A CITY THAT MOVES

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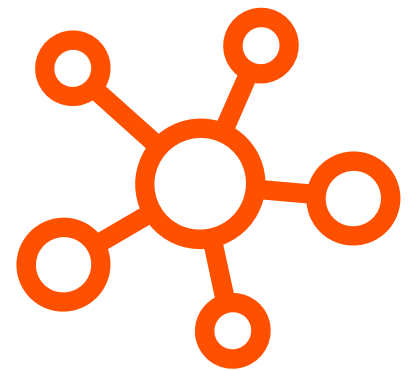
GOALS

- Create a sustainable and accessible public transportation system
- Improve safety for all users on a well-maintained street network
- Expand and maintain a safe and accessible active transportation network



A CONNECTED CITY

A CITY WHERE PEOPLE FEEL CONNECTED, HAVE A SENSE OF BELONGING, AND ARE ACTIVELY ENGAGED IN COMMUNITY LIFE.



Connections build cohesion, pride and ownership of place. This direction speaks to the City's work within the community to enhance a sense of pride, belonging, place, and engagement and supports how we connect with each other, within our neighbourhoods, within the larger community, and with the city organization and Council.

GOALS

- Increase and improve opportunities for residents to connect with each other and the City
- Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities



AN EFFECTIVE CITY

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GOALS

- Work with our employees to improve organizational performance through effective processes and policies
- Ensure accountability and good governance through transparent and open decision making

CONCLUSION

Implementation of the Strategic Plan is managed by the City's Senior Management Team. Every year, the City will work to identify new initiatives that advance the goals and directions outlined here. Progress made on the plan will be available online on the city's website with annual reporting on the strategic initiatives outlined for that year.



CITY OF ST. JOHN'S

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For more information visit: www.stjohns.ca