



Corporate Priorities 2016-2020



Mayor's Message

On behalf of the Corner Brook City Council I am pleased to introduce the City of Corner Brook's Corporate Priorities Plan. This planning process has provided Council with an opportunity to discuss and clearly identify the values, strategic direction and priorities that guide our council. It has also helped Council represent residents in the discussions about the kind of community we need and want for Corner Brook and to work together towards improving the quality of life for our citizens. We are most fortunate to work with a driven and dedicated Council and an exemplary staff team in this process.

Our corporate priorities demonstrate Council's leadership role and addresses areas such as quality infrastructure development, economic development and growth, sustainable development and sports and eco-tourism, business, the environment and city vibrancy.

Visioning Corner Brook

Visioning A Vibrant City: We promote and advance the economic, civic and social vibrancy of the Corner Brook community.

Visioning A Prosperous City: We succeed by focusing our attention on a City that attracts investment and talent to foster ongoing growth and economic development in the City.

Visioning A Green and Sustainable Community: We are a model for community-led sustainability and ensure that sustainability principles are a part of the decision making processes. We are stewards of our environment. We integrate environmental stewardship into our daily activities for present and future generations.

Visioning Collaboration, Partnerships and Engagement: We value and have expanded our collaborations and partnerships to include educational, cultural and regional partners and are working towards better communication with local businesses; between to achieve goals and leverage important resources for broad community and regional outcomes.



Visioning Engagement, Transparency, and Accountability: We work in partnership with citizens and find solutions for community issues through public engagement. We share information, decisions, and outcomes and have an open and transparent processes to achieve our shared vision and goals.

Shared Vision

For many years, the City of Corner Brook has recognized the importance of having a shared vision through long-term planning and priority setting to lay out our organizational direction. With the support of our City Manager and senior staff our City has made significant progress in this area by identifying priorities and working towards communicating that vision to residents, the business community, other orders of government, and funding partners.

The City's new Strategic Planning process has provided us with an opportunity to ask ourselves "*where are we now*" "*Where do we want to go as a community*" and finally "*How are we going to move forward together.*" This process will ensure that the City's programs and services continue to address the changing needs of the community.

Creativity, Innovation and Technology

As a city we will find creative new ways to solve problems and create efficiencies. New technologies can facilitate coordination within city departments, foster better citizen input, and fundamentally change service delivery. Our council is committed to evaluating and engaging in the use of creative and innovative technologies to improve the services we provide to the residents.

Prosperous. Sustainable. Resilient

A Model of Sustainability

We will work to strengthen Corner Brook's position and advance purposeful economic growth and diversification to ensure that Corner Brook remains strong, vibrant, and sustainable for current and future generations. We will identify local economic strengths and leverage opportunities through collaboration with our partners

Our Future Corner Brook

I am very optimistic for the future of Corner Brook. The future City we want and need is one that is vibrant, balanced, sustainable, and engages the community in a way that is open and accessible. As a Council we will continue to deliver on our shared priorities and support continued improvement of our operational efficiency, effectiveness and reliability in a responsible and sustainable manner. Additionally, we will promote our City as one which is vibrant and inviting, we will encourage partnerships and continue to support a wide range of unique, exciting opportunities for all our citizens, businesses, and organizations.

Next Steps

We will continue to advance the strategic planning framework towards connecting the community's vision and goals with a corporate mission, corporate values and actions of our City which will be developed by listening to the voice of the people who live, work and play in Corner Brook.

We value:

A Green and Clean Community

Economic Opportunity and Prosperity

Fiscal Responsibility and Stability

Innovation and Entrepreneurship

Partnerships and Collaboration

Public Safety

Quality Public Facilities and Infrastructure

Smart Growth and Quality of Life

Sustainability and Healthy Ecosystems



Strategic Priority I: Invest in quality infrastructure development

Quality infrastructure is linked to a strong economy and quality of life.

VISION: Through the provision of a well-developed supporting network of infrastructure Corner Brook residents enjoy clean water, appropriate sanitation systems and quality roads and bridges that drive population growth, facilitate quality of life and stimulate the City and Regions' economic potential –providing a healthy, safe and competitive place to live, work, play and invest.

Goal A: Water and Sewer Infrastructure Provide safe, secure, clean and reliable water supply for existing and future populations and provide wastewater treatment in the most cost-effective and environmentally responsive method that meets or exceeds waste and waste water system regulations.

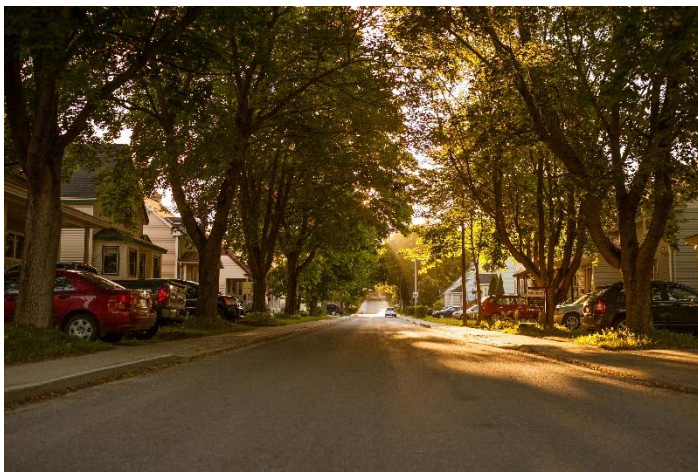
- Identify and prioritize water and sewer infrastructure requiring repair or replacement
- Complete timely and durable repairs to water and sewer infrastructure including combined sewer projects
- Conserve water resources by reducing system demand and losses



- Develop water conservation goals and targets
- Implement sustainable water practices in all operations
- Promote public awareness/education related to water conservation
- Investigate opportunities for full cost recovery for water usage via water metering program using step approach

- Encourage water audits for large residential, mall, commercial and industrial developments
- Develop water supply forecasts to inform decision making and growth planning
- Implement planning and design techniques to reduce urban run-off and stresses on wastewater collection systems
- Implement public awareness and recycling programs to reduce litter, pesticides, household and hazardous waste in storm sewers

Goal B: Roads, Trails and Streets Enhance user experience and promote active



living in physical environments both built and natural through the provision of well- designed, well-built and well -maintained streets, trails, signs and parking.

- Identify roads, trails and streets requiring repair and replacement
- Maintain, repair and replace city roads, trails and streets to a high standard
- Review city transportation and road design standards to ensure they do not impede universal access
- Review and implement policies for managing parking in priority areas of the city including but not limited to, the Downtown, the Innovation and District and commercial and industrial areas
- Develop a joint Corner Brook Stream management plan

Goal C: Asset Management Provide fiscally responsible stewardship over existing infrastructure and facilities through the development of an asset management plan based on an accurate inventory of municipal assets, an assessment of their condition and capacity to respond to current and emerging trends such as an aging population, a service focused economy and climate change.

- Identify the best approach to asset management that will support investment decisions and well-planned, well built and well maintained infrastructure
- Utilize GIS as the backbone of an asset management plan
- Conduct a basic inventory and condition assessment of infrastructure assets describing the overall size of the asset system and prepare current cost estimates and replacement value of existing assets and future demands for minor and major maintenance, repairs, rehabilitation and complete replacement
- Generate a life cycle investment profile for each asset through predicting the service life and how quickly its condition will deteriorate and considering when minor and major maintenance costs are due and estimate costs of each investment stage
- Seek to establish long term partnerships with other levels of government to address current and emerging infrastructure challenges and costs

Goal D: New Buildings, Building Repairs and Upgrades Identify opportunities for new and existing buildings to implement energy efficient practices and technologies and alternative sources of power

- Design, develop and source funding for an energy efficient Waste Water Treatment Facility that incorporates new processes and technologies to reduce the carbon and ecological footprint
- Seek funding to prepare a concept design and for construction of a new public works depot
- Consider methods and funding available to facilitate the rehabilitation and maintenance of aging/dilapidated and energy inefficient city owned buildings including Brook St., Premiere Drive, Connors Rd and the Curling Fire Station
- Consider methods and funding available to facilitate the rehabilitation and maintenance of older housing stock for affordable housing purposes
- Seek funding to prepare a concept design for a new fire hall
- Consider methods and funding available to facilitate the Civic Centre redevelopment and for storage space at the Centre
- Consider indoor sites and storage for city vehicles



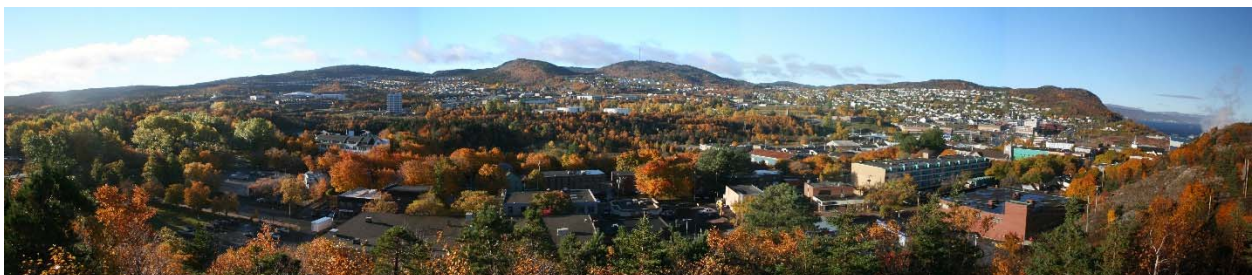
Strategic Priority II: Economic Development and Population Growth

A strong and diverse economy is the foundation for growth and for a resilient community and economic centre for the Region. It positions a community to best take advantage of future economic development opportunities to participate fully in a global economy.

VISION: The City of Corner Brook boasts a thriving, diverse economy that supports job creation, population growth, business investment and expansion and a prosperous community. This is achieved through the implementation of an economic development and population growth strategy with a focus on attracting business and immigrants to the city, retaining young people, encouraging repatriation of former residents and marketing and managing the needs of an aging population.

Goal A: Population Growth Work with community stakeholders and residents to develop a long term vision and strategy to increase population growth and become a more attractive region for investment

- Prepare a general local demographic profile including patterns and challenges related to growth such as fertility and birth rates, population aging factors, out migration (especially youth), immigrant intake and labour force participation rates.
- Implement a youth retention strategy and targets that is tied to an economic development strategy. Coordinate partnerships with communities, employers and youth, through mentorship and co-op programming to create employment linkages for youth in the community. Also, utilize technology such as downtown WIFI as tools for youth attraction/retention.
- Implement a strategy for repatriation of former Newfoundlanders that is tied to an economic development strategy. Undertake activities such as outreach and marketing



of Corner Brook as a great place to come home to, through working with employers and communities to attract people to the City and through the identification of available market opportunities

- **Develop an immigration strategy and establish targets for increasing immigration annually, link it to the provincial immigrant strategy and coordinate it with employers and service providers.**
 - Identify and implement programs to attract recent and new immigrants
 - Undertake outreach activities and market Corner Brook as a great place for a new beginning.



- **Implement a plan for the aging population that is tied to an economic development strategy to address the needs of aging persons such as mobility, housing and recreation needs.**
- **Capitalize on the energy and experience of retirees through volunteerism.**
- **Focus and coordinate growth and development in existing areas to maximize existing infrastructure, minimize costs of new infrastructure investment and to minimize the environmental impact of urban growth.**

Goal B: Economic Development Develop an economic development strategy

- **Support and facilitate the creation of an economic development strategy for the region**
- **Coordinate and compile a sound base of research on demographic and economic issues and trends affecting Corner Brook and region**
 - Compile data on labour force, wages, market opportunities, property inventories and national and international trends to inform decision making and facilitate effective business investment
 - Research and identify new or untapped market opportunities, issues and other opportunities to target downtown residents and to target aging population needs related to mobility, housing, health and well-being.

- **Identify and pursue a range of initiatives toward improving the “quality of place” and influence invest opportunities such as funding for the main street bridge replacement**
- **Ensure prompt city approval processes for new business and business expansion for residents and new investors**
 - Streamline organizational approval processes for permits and licenses, ensuring the application process is clear and staff are responsive to business needs
 - Review and improve by-laws and policies to optimize city approval processes
 - Facilitate appropriate referrals to ensure business investors are connected to resources and business advice for plan development, advertising and funding



- **Stimulate entrepreneurship culture and innovation through involvement and support of entrepreneur and technology associations and research opportunities**
- **Explore opportunities to develop market space to support entrepreneurial opportunities in retail and to support home based business expansion and young entrepreneurs**

Strategic Priority III: Revitalize our downtown

A vibrant, diverse and livable downtown fosters residential developments and economic development.

VISION: Downtown Corner Brook will be the entertainment, cultural and economic heart of our city showcasing an outdoor downtown with accessible signature trails and public places, key connecting streets and economic corridors, innovative and collaborative use of space and events and architecture that celebrate art and sustainability and foster opportunities for green living with roof top gardens, renewable energy and outdoor recreation.

Goal A: Vacant Buildings Increase opportunities to utilize vacant buildings for residential and commercial development in the downtown core.

- Create an inventory of vacant/underutilized buildings for redevelopment
- Identify opportunities for residential and commercial development
- Discuss opportunities to develop/re-develop buildings with property owners and other stakeholders
- Identify incentives to revitalize/repurpose vacant buildings –“ incentive zones”
- Evaluate and address regulatory and other barriers to development



Goal B: Desirable Downtown

Attract residents and tourists to the downtown.

- Increase the usability and accessibility of the downtown
 - Improve the walkability of the downtown

- Identify opportunities and designs to turn one-way streets into two-way streets
- Improve and increase public art, sidewalks, signage and lighting in the downtown
- Assess the feasibility of investing in downtown WIFI
- Identify strategies and incentives to clean and beautify the downtown
- **Profile opportunities to visit the downtown**
 - Encourage and promote more downtown activities
 - Provide information about attractions, events and businesses in the downtown such as through an outdoor information kiosk at City hall
 - Develop a downtown ARTWALK program with local groups to showcase artists and art, music and entertainment

Goal C: Business Opportunities Identify approaches and market opportunities to stimulate new downtown business and support expansion of existing business

- **Conduct demographic, economic and tourism data for use of potential business investors**
- **Identify market opportunities related to increased residential living in the downtown such as restaurants, cafes and specialty entertainment**
- **Explore feasibility of creating a retail incubator space off Broadway to support low cost rent and entrepreneurship in downtown**
- **Explore the opportunity to utilize City Hall space as a collaborative work space to support research, innovation, collaboration and entrepreneurship**
- **Identify and pursue a range of initiatives toward improving and marketing the “quality of place” which is recognized as a significant factor in investment decisions**
 - Brand the downtown as an entertainment district and innovation district



Strategic Priority IV: Sustainable Development and Sports and Eco (Adventure) Tourism

Sustainable development helps brand a community as a “green city” where we are stewards of our natural environment, helps to create an environment that is attractive to residents and tourists and preserves natural ecosystems for future generations.



VISION: We promote a healthy, functioning ecosystem that is protected for future generations and resilient to the adverse impacts of climate change.

Goal A: Parks and Recreation

Identify opportunities to improve recreation, parks and recreation facilities to address gaps in service and key strategic developments in areas including policy, programming, facilities, operations, maintenance, marketing and management.

- Perform maintenance and upgrading of existing parks and recreation facilities
 - Conduct a valuation and assessment of Kinsman Park for redevelopment potential as a premier RV destination
 - Conduct joint planning and valuation related to Jubilee Baseball field upgrades
 - Conduct joint planning and valuation related to Wellington Street Phase change rooms and washroom upgrades
- Assess Civic Centre potential through conducting a needs and resource assessment

- Identify opportunities to improve programs and services based on a study of trends and demographics and community and stakeholder input including public meetings, user focus groups and patron surveys
- Based on needs assessment results, develop an implementation plan or staff document that identifies action steps to achieve strategic goals and objectives, timeframes and financial and staff resources
- Develop the Civic Centre Annex for leisure and recreation
- Enhance Civic Centre to facilitate more growth in convention space market
- Conduct an audit of public/private/leisure recreation open spaces (GIS) and consider planning designs to create more neighbourhood parks and open spaces
- Explore feasibility of creating more indoor walking/running tracks, of building a new indoor swimming pool, a new skate park and a new multi-purpose facility for YMCA

Goal B: Eco Tourism and Sports Tourism

Identify opportunities to promote and pursue Eco Tourism and Sports Tourism to foster an appreciation for our natural environment and to promote community and civic pride in a healthy, safe and green community.



- Support and facilitate the creation of a shared economic and sustainable development vision related to the eco -tourism industry
 - Engage tourism, economic development and sustainability partners to discuss opportunities to grow the tourism industry in keeping with sustainable approaches of eco- tourism
 - Collaborate with partners to provide a range of sustainable, accessible and diverse recreation and tourism activities that consider current trends and population demographics

- **Identify and pursue a range of initiatives toward improving and marketing the “quality of place” which is recognized as a significant factor in investment decisions including cultural tourism opportunities**
 - Utilize place branding techniques to position Corner Brook as a green, healthy living, and sustainable outdoor and sports community
 - Market Corner Brook as a sports and outdoor mecca in order to further pursue sports tourism and sports conference opportunities
 - Market the abundance of natural assets in Corner Brook and neighbouring communities to develop a regional Bay of Islands and Humber Valley tourism strategy/network

Goal C: Sustainable Development and Climate Change Identify and pursue sustainable development initiatives and seek ways to better manage climate change issues and response.

- **Identify opportunities to achieve an overall reduction of the City’s carbon footprint and resultant GHG emissions and opportunities to protect natural environment**

- Initiate an energy management committee to review energy efficiency and alternative energy levels in City buildings and facilities



- Create and participate in a community wide committee to explore sustainable practices such as district energy and brownfields redevelopment

- Implement an effective blue bag recycling program and enhance recycling and composting programs within public parks and facilities

- Promote new developments to become LEED certified and encourage use of alternative energy heating systems in new developments (geothermal, solar)

- Discourage development on lands having natural environmental hazards such as poor drainage, flood susceptibility, erosion, steep slopes etc. through regulations that help protect property
 - Provide education initiatives to increase community awareness and stewardship of water and land resources
- **Explore opportunity to convert traffic signals to LED and convert street lighting to HPS**
- **Provide improvements to public and open spaces through tree planting, landscaping and green linkages**
- **Conduct a climate change analysis and develop a long term adaptation/mitigation plan**
 - Identify environmentally sensitive areas and decrease negative impacts on degradation of natural environment
 - Develop the Phase 3 action plan – Partners for Climate Change Partnership including public education about climate change efforts with a goal of completing Phase 4 and 5
 - Encourage partners to include climate change planning/mitigation in emergency planning to reduce vulnerability to climate change impacts

