



CITY OF



Corporate Priorities

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Mayor's Message

On behalf of the Corner Brook City Council I am pleased to introduce the Corporate Priorities Plan.

This planning process has provided Council with an opportunity to discuss and clearly identify the values, strategic direction, and priorities to guide the Organization in the future. It has also provided Council with the opportunity to engage residents in discussions about the kind of community we need and want for Corner Brook. We are very fortunate to work with a driven and dedicated Council and an exemplary staff team in this process.

Our corporate priorities document outlines Council's commitment to areas including quality infrastructure development, economic development and population growth, sustainable development, sports and eco-tourism, a sustainable environment, and city vibrancy.

Our Future Corner Brook

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

In closing, I would like to thank everyone that contributed to this plan.

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. We will review our strategies and we will continue listening to the voice of the people who live, work and play in Corner Brook.

~Charles Pender



About Our Corporate Priorities

The City of Corner Brook Corporate Plan sets out the organization's highest priorities from 2017-2020.

History

In 2016, Corner Brook's City Council, the City Manager, and Directors led the development of a new Corporate Priorities Plan. The draft Plan was presented at the Public Meeting on November 7, 2016 and was available for the public viewing and feedback. Two public consultation sessions were held on November 29th and 30th, 2016.

Public citizens and stakeholders played a key role in shaping the Corporate Priorities Plan. Residents and stakeholder groups were able to voice their opinions about the past, present, and future of Corner Brook and amendments were made accordingly.

The Corporate Priorities for 2017 to 2020, was affirmed by City Council at the Public Council meeting on April 10, 2017.

This is Council's leadership document for the City of Corner Brook. It sets out Council's strategic agenda, and guides all other planning initiatives and service delivery activities within the organization. The Corporate Priorities Plan explains what we want to achieve for Corner Brook and how the City Council Governance can contribute to this vision.



Corporate Values Corporate Values



A Green and Clean Community



Partnerships and Collaboration



Fiscal Responsibility and Stability



Economic Opportunity and Prosperity



Public Safety



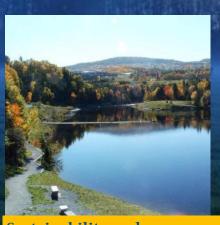
Smart Growth and Quality of Life



Innovation and Entrepreneurship



Quality Public Facilities and Infrastructure



Sustainability and Healthy Ecosystems

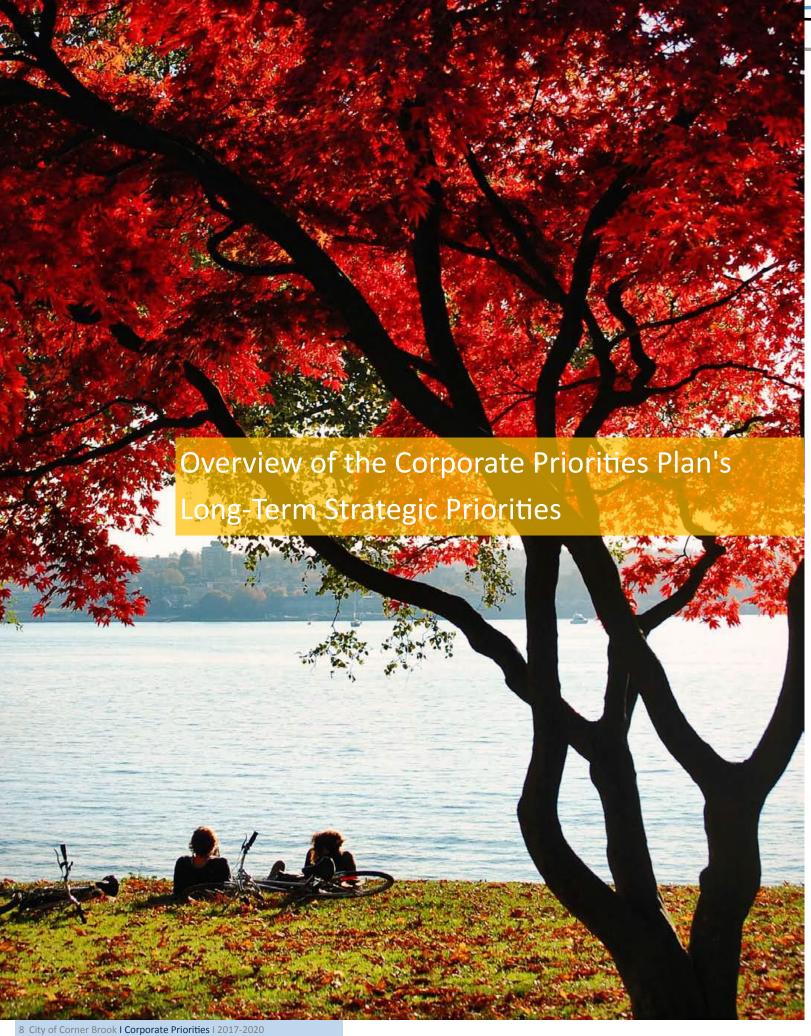


City Council



Front: (L-R) Councillor Linda Chaisson, Mayor Charles Pender, Councillor Mary Ann Murphy

Back: (L-R) Councillor Josh Carey, Councillor Keith Cormier, Deputy Mayor Bernd Staeben, Councillor Tony Buckle



REVITALIZE AND INNOVATE

REVITALIZE

QUALITY INFRASTRUCTURE

STABILITY AND PROSPERITY



ECONOMIC DEVELOPMENT AND POPULATION GROWTH

VIBRANCY



REVITALIZE OUR DOWNTOWN

ENVIRONMENT & TOURISM



SUSTAINABLE DEVELOPMENT AND SPORTS AND ECO (ADVENTURE) TOURISM



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 support population growth, facilitate quality of life and stimulate the City's and Region's 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 responsible method that meets or exceeds waste and waste water system regulations.

WATER AND **INFRASTRUCTURE**

- SEWER Identify and prioritize water and sewer infrastructure requiring repair or replacement:
 - Develop storm water management guidelines for new developments
 - Consider replacing storm drainage by neighbourhood (i.e. 5 streets at a time)
 - City to consider installing "storm stubs" for easy home tie in to City infrastructure in older neighbourhoods
 - Complete timely and durable repairs to water and sewer infrastructure including combined sewer projects

WATER CONSERVATION

- Conserve water resources by reducing system demand and losses
 - Develop water conservation goals and targets
 - Implement sustainable water practices in all City operations
 - Promote public awareness/education related to water conservation
 - Partner with organizations conducting educational projects to create a comprehensive water conservation strategy
 - Investigate opportunities for full cost recovery for water usage via water metering programs using a step approach that leads to water metering of all residences and businesses in the City starting with the largest consumers
 - Consider commercial metering for large users (peak/seasonal excess demand)
 - Consider incentive programs and strategies to allow water meters to be installed in homes properly
 - Consider by-laws to reduce water usage by limiting lawn watering and prohibiting activities such as snow bank watering
 - Consider water audits for large residential, commercial and industrial developments
- Implement planning and design techniques to reduce urban runoff and stresses on wastewater collection systems

WATER AND EDUCATION

- FORECASTING Develop water supply forecasts to inform decision making and growth planning
 - Implement public awareness and recycling programs to reduce litter, pesticides, household and hazardous waste in storm sewers



Strategic Priority I: Invest in Quality Infrastructure Development

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.

ROAD PLANNING

- Identify roads, trails and streets requiring repair and replacement:
 - Review and prioritize the need for sidewalks or sidewalk rebuilding across the City
 - Consider on-street bike lanes and other opportunities to connect bike trails with existing road works (i.e. Mount Bernard)
 - Consider installing more bike racks throughout City (i.e. West Street and business districts)
 - Evaluate options to create a multi-use trail from Bartlett's Point to Riverside Drive/ Ballam Bridge

ROAD MAINTENANCE STREET POLICY REVIEW

- Maintain, repair and replace city roads, trails and streets to a high standard
- Review and implement policies for managing parking in priority areas of the city including but not limited to, the Downtown, the Innovation District, and Commercial and Industrial areas
- Review city infrastructure and public spaces to ensure they do not impede universal access and apply barrier free designs to new initiatives where possible:
 - Consider changes to policies, regulations, and standards to incorporate elements of universal design so the City can be more inclusive and accessible to everyone

TRAIL MANAGEMENT PLAN

- Develop a joint Corner Brook Stream management plan with the Corner Brook Stream Development Corporation
- Work with Corner Brook Stream Development Corporation to extend water front trail towards railway at both ends of the City



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.

ASSET MANAGEMENT PLAN

- Identify the best governance approach and framework for 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

INFRASTRUCTURE ASSET INVENTORY

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

LIFE CYCLE INVESTMENT PROFILE

 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

INFRASTRUCTURE PARTNERSHIPS FRAMEWORK

- Seek to establish long term partnerships with other levels of government to address current and emerging infrastructure challenges and costs:
 - Seek funding from Climate Change and Asset Management fund for an asset management governance and policy development, as well as for climate change risk assessments and life cycle costing



Strategic Priority I: Invest in Quality



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

NEW BUILDINGS

- 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 for the construction of a new public works depot
- Seek funding to prepare a concept design for a new fire hall or two small fire halls, considering the recommendations from the fire study

BUILDING REPAIRS AND FUNDING

- Consider methods and funding available to facilitate the rehabilitation and maintenance of aging, dilapidated and energy inefficient city owned buildings
 - Consider how to better utilize older city owned buildings currently in states of disrepair including selling or renovating
 - Develop a building retrofit strategy to upgrade buildings to be more efficient

UPGRADES AND REDEVELOPMENT

- Consider methods and funding available to facilitate the Civic Centre redevelopment and for storage space at the Centre
- Locate indoor storage facilities for city vehicles and equipment

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.



Strategic Priority II: Economic Development and Population Growth

Goal A: Population Growth

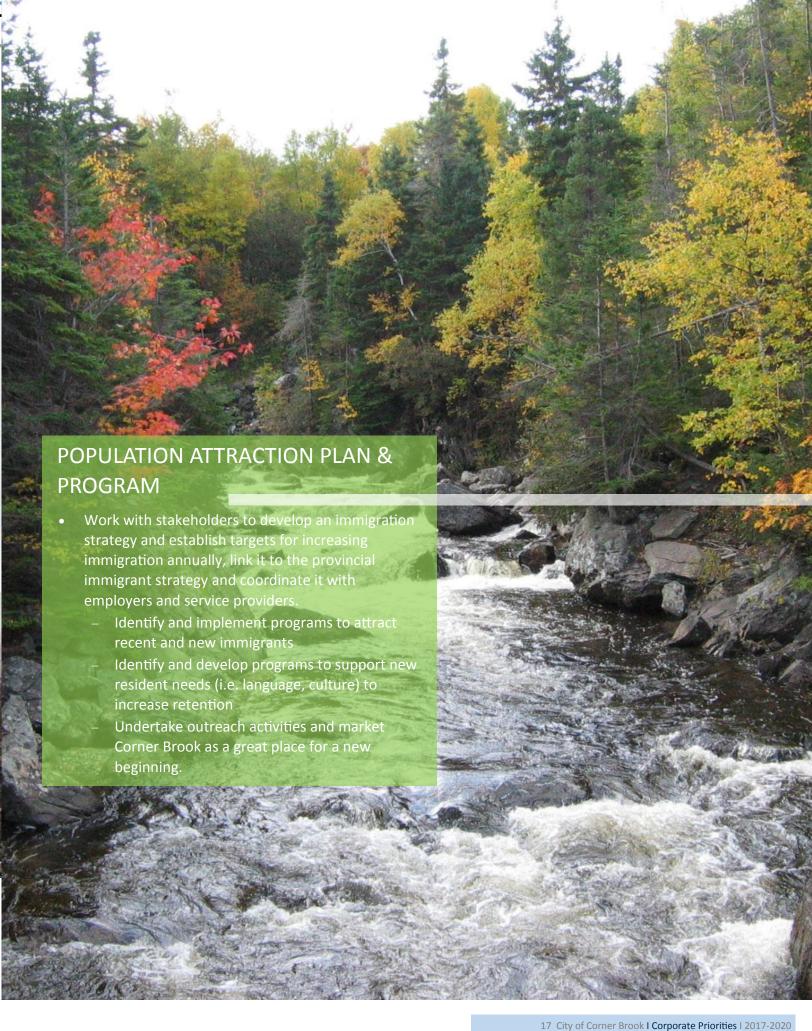
Work with the Provincial Government, community stakeholders and residents to develop a long term vision and strategy to increase population growth and become a more attractive region for investment

CORNER BROOK DEMOGRAPHIC PROFILE

 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.

POPULATION GROWTH STRATEGY

- Work with stakeholders to implement a youth retention strategy and targets that are tied to an economic
 development strategy. Coordinate partnerships with employers and youth, through mentorship and coop programming to create employment linkages for youth in the community. Also, utilize technology such
 as downtown WIFI as tools for youth attraction/retention.
 - Consider a strategy to hire new and recent post-secondary graduates and encourage business leaders to hire graduates
 - Encourage and support the University and College activities to grow their student population with a focus on international students
- Aging population: Work with stakeholders to
 - 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.
 - Consider opportunities to maximize the Civic Centre facility to promote active living for seniors
 - Capitalize on the energy and experience of retirees through volunteerism.
- Work with stakeholders to 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, by working with employers and communities to attract people to
 the City and through the identification of available market opportunities
- 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



Strategic Priority II: Economic Development

Goal B: Economic Development

Stimulate economic development in the City and Region

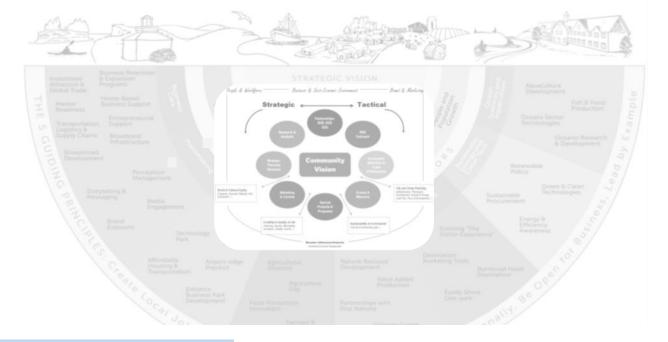
ECONOMIC DEVELOPMENT STRATEGY

- Support and facilitate the creation of an economic development strategy for the region
- Work with communities and stakeholders in the Bay of Islands region to develop an economic development and tourism strategy for the area
- Identify opportunities for regional cooperation and service delivery with neighbours in the Bay of Islands

ECONOMIC RESEARCH

- 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
 - Work with stakeholders to research and identify new or untapped market opportunities, such as the film industry and hydroponic food growing and consider revisiting past ideas with our partners related to a geospatial centre or centre of excellence in environment, forestry, green development, and sustainability
- Identify issues and opportunities to target downtown residents and to target aging population needs related to mobility, housing, health and well-being.

Corner Brook's Economic Development Plan



Strategic Priority II: Economic Development and Population Growth

ECONOMIC AND BRANDING INITIATIVES

- Host an economic development symposium or conference
 - Generate stakeholder support and a shared vision related to community branding, downtown development, marketing, and tourism priorities
- Identify and pursue a range of initiatives toward improving the "quality of place"
- Brand the downtown as an entertainment district and innovation district
- Brand the Bay of Islands regional attributes (natural scenery, recreation opportunities)
- Encourage and promote alpine/ski lodge theme or Glynmill Inn-type architecture for facades of downtown buildings

INITIATIVE TO STREAMLINE AND SUPPORT DEVELOPMENT

- 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
 - Utilize online tools for accessing and posting development application progress and timelines
 - Work with Municipal Affairs to review and improve Provincial development regulations
 - Utilize process maps and charts to communicate the development process
 - Review and improve by-laws and policies to optimize city approval processes
- Review and improve bylaws and policies to optimize city approval processes

SUPPORT AND STIMULATE ENTREPRENEURS HIP OPPORTUNITIES

- 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
 - Actively support entrepreneurial development initiatives of Navigate and other organizations to motivate youths and students
- Explore opportunities to develop market space to support entrepreneurial opportunities in retail and home based businesses
 - Support incubation activities of the University and College
 - Consider opportunities for establishing pop up shops or short-term sales space, allowing aspiring entrepreneurs to test out market feasibility without a high investment

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.

PROPERTY INVENTORY MANAGEMENT

• Create an inventory of vacant/underutilized buildings for redevelopment

REVITALIZATION OPPORTUNITIES

- Consider requirements for registering vacant properties in part to ensure the property is safe and to advertise properties available for potential development
 Identify opportunities for residential and commercial development (building up,
- not out by creating new apartments or office space on an additional floor)
 Discuss opportunities to develop/re-develop buildings with property owners and other stakeholders (discuss opportunities for pop up shops to create a win-win situation for entrepreneurs, space owners, and the community at large)

DEVELOPMENT INCENTIVES AND FEES

- Identify incentives to revitalize/repurpose vacant buildings incentive zones" (consider a tax holiday when vacant properties are removed from the list or are redeveloped)
- Consider charging a fee to property owners to have the fire department inspect

ADDRESS BARRIERS

Evaluate and address regulatory and other barriers to development

REGULATIONS

 Develop policy (additional taxes or penal charges, etc.) that will discourage keeping buildings vacant beyond a specific period of time



Strategic Priority III: Revitalize our Downtown

Goal B: Desirable Downtown Goal

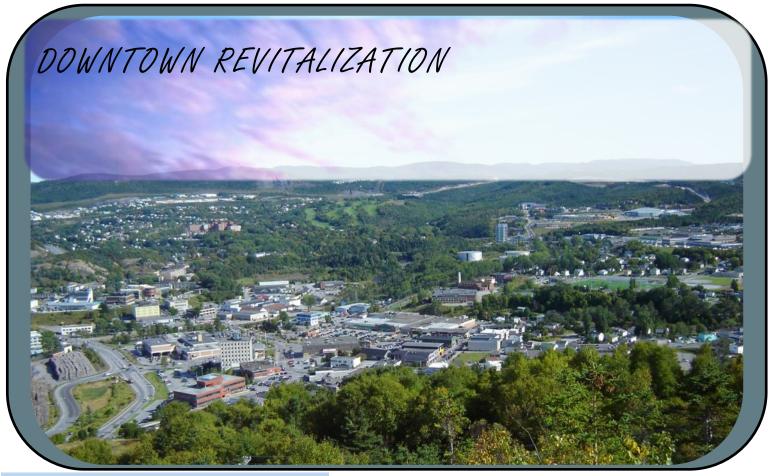
Attract residents and tourists to the downtown

IMPROVED DOWNTOWN USABILITY AND ACCESSIBILITY

- Increase the usability and accessibility of the downtown
 - Improve the walkability of the downtown
 - Identify opportunities and designs to turn one-way streets into twoway streets
 - Improve and increase public art, sidewalks, signage and lighting in the downtown
 - Assess the feasibility of investing in downtown Wi-Fi
 - Identify strategies and incentives to clean and beautify the downtown

CORNER BROOK DOWNTOWN PROFILE

- 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



Strategic Priority III: Revitalize our Downtown





Identify approaches and market opportunities to stimulate new downtown business and support expansion of existing business

COLLECT DATA AND IDENTIFY OPPORTUNITIES

- 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 the opportunity to utilize City Hall space as a collaborative work space to support research, innovation, collaboration and entrepreneurship
- Explore the opportunity to utilize City Hall space as a collaborative work space to support research, innovation, collaboration and entrepreneurship

CORNER BROOK AND DOWNTOWN REMARKETING

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

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 outdoor

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.

EVALUATE
AND
IMPROVE
RECREATION
FACILITIES
AND PARKS

- Perform annual maintenance and upgrading of existing parks and recreation facilities including signage at points of interest such as Captain Cook Lookout, the Historical Train Site, Bartlett's Point, Margaret Bowater Park, playgrounds, and City owned sports fields
 - Seek funding opportunities for Kinsman Park redevelopment potential as a premier
 RV destination
 - Seek joint funding opportunities for Jubilee Baseball field upgrades
 - Seek joint funding opportunities for Wellington Street Phase change rooms and washroom upgrades

RECREATION FACILITY STUDY, DEVELOPME NT AND ENHANCEME NT

- 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 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

RECREATION AND OPEN SPACE PLAN

- Conduct an audit of public/private/leisure recreation open spaces (GIS) and consider planning designs to create more neighbourhood parks and open spaces
 - Identify locations on single vacant building lots or small, irregular piece of land to develop "pocket parks" (a small park accessible to the general public).
 - Work with community sponsors to create community gardens and to donate benches, garbage bins, etc
 - Consider incentives for private sectors to beautify spaces

ADDITIONAL PLANS

Explore feasibility of creating more indoor walking/running tracks, of building a new indoor swimming pool, a new skate park and a new multipurpose facility for YMCA

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

Goal B: Eco Tourism and Sports Tourism

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

ECO TOURISM DEVELOPMENT

- 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
- Work with stakeholders to promote tourism packages that incorporate a range of activities (experiences) that can be booked in advance such as tours, cross-country skiing, art show, restaurant, etc.
 - Consider opportunities to showcase Downtown as an attraction for tourists from Marble Mountain/GrosMorne, etc
 - Consider opportunities to work with hotels, Marine Atlantic, and the hospitality industry to

Consider offering packages to sporting groups/ events to generate interest in visiting/returning to Corner Brook

PLACE BRANDING AND DESTINATION MARKETING

- Identify and pursue a range of initiatives toward improving and marketing the "quality of place"
 - Utilize place branding techniques to position the region as a green, healthy living, and sustainable outdoor and sports community in all four seasons
 - Market Corner Brook as a sports and outdoor mecca in order to further pursue sports tourism and sports conference opportunities as Corner Brook's quality of place is strongly linked to the natural environment and a livable community
 - 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



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

Goal C: Sustainable Development and Climate Change

Identify and pursue sustainable development initiatives and seek opportunities to better manage climate change issue and response.

GREEN PLAN
CARBON
REDUCTION
OPPORTUNITIES
&
SUSTAINABILITY

- 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, brownfields redevelopment, carpooling, and increased transit
 - Enhance recycling and composting programs within public parks and facilities
 - Consider making compost bins more ready available to residents
 - Work with stakeholders such as Western Regional Waste Management to implement a comprehensive solid waste reduction
 - Develop a campaign for cleaning up disposal cups seen all over the City. City and corporate sponsors pay for used cups collected from streets and roads
 - 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
 - Encourage densification of existing development areas
 - Provide education initiatives to increase community awareness and stewardship of water and land resources

Review City transit to identify opportunities to improve ridership and reduce GHG

- Conduct a study to identify opportunities and potential such as making buses more accessible and consider frequency of services to the hospital and shopping centres
- Consider how busing schedule can better meet resident's needs, particularly students and house-bound seniors including opportunities to provide wheel chair accessibility
 - Consider hosting meetings with smaller towns related to paying the fees to conduct a pilot transportation route to outlying areas





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

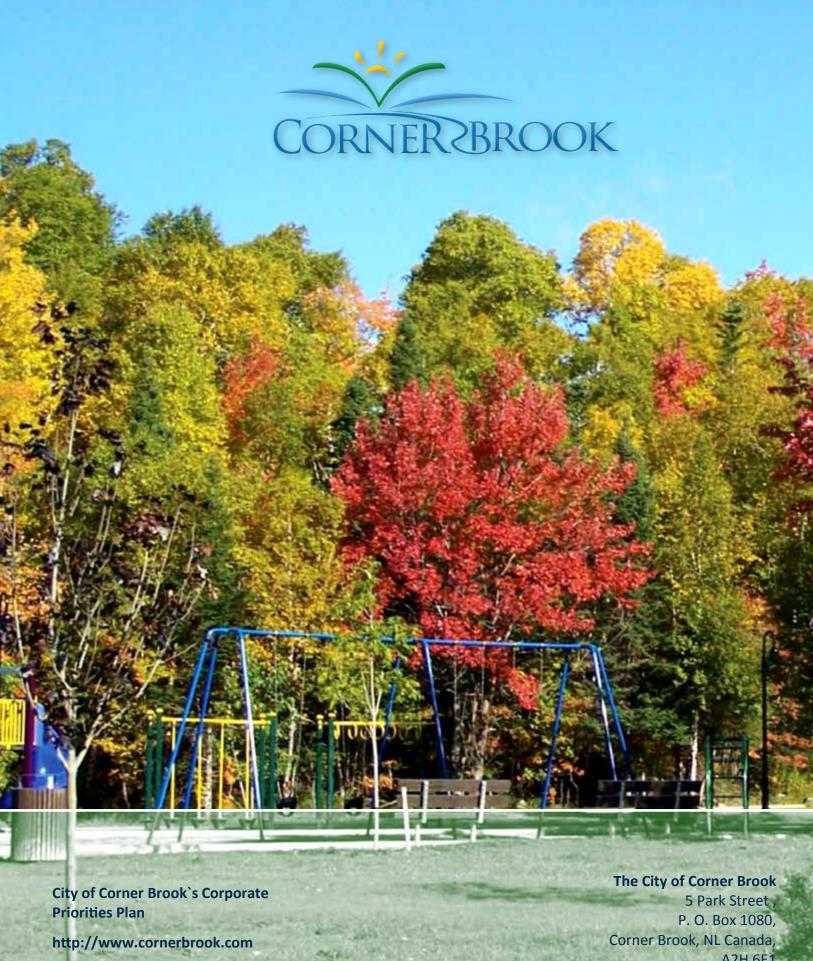
Goal C: Sustainable Development and Climate Change

Identify and pursue sustainable development initiatives and seek ways to better manage climate change issues and response.



GREEN PLAN GREEN SPACES IN
THE CITY
GREEN PLAN
CLIMATE CHANGE
ANALYSIS AND
LONG TERM
ADAPTATION
MITIGATION PLAN

- 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
 - Develop the Phase 3action 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
- Explore opportunity to convert pedestrian signals to LED and convert heritage street lighting to low energy style
 - Consider opportunities under the "Take Charge" program to reduce lighting costs such as in our outdoor fields



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