



Building Tomorrow

MOUNT PEARL
STRATEGIC PLAN
2023-2027

Message from Council

The City of Mount Pearl is a resilient, progressive city, with an unmatched sense of community pride. Time and time again, we come together, support each other, learn from our experience, and use our shared journey to set new goals.

As Council, each of us has a vision for our community and a responsibility to make decisions that are in the best interest of both residents and businesses. One of the most important things we do is come together, along with our senior staff, and set the vision for the city. Through the development of a strategic plan, we will guide decision-making now and into the future.

We are pleased to share our new Strategic Plan, *Building Tomorrow*.

This plan is a bold statement of that vision and outlines this Council's priorities and direction for the City of Mount Pearl through to 2027 and beyond. It is aspirational in nature and focused on the city we aspire to become.

Building Tomorrow establishes a positive, forward-thinking corporate direction that will help prepare us for growth, and ensure we are ready to welcome new residents and businesses with the cultural, service, and infrastructure supports they need. This plan reflects the values of our community. An inclusive city that takes care of everyone, where residents feel a sense of connection with each other, and where safety is a top priority.

Mount Pearl has much to be proud of; this Strategic Plan is an opportunity to celebrate what makes our city exceptional while imagining and realizing a future we can build together. We're thrilled to share these goals with you, and look forward to enacting our vision for the next four years and beyond.



Front:
Mayor Dave Aker,
Deputy Mayor Nicole Kieley

Back:
Councillor Bill Antle,
Councillor Chelsea Lane,
Councillor Isabelle Fry,
Councillor Jim Locke,
Councillor Mark Rice



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The Future Starts Here

The City of Mount Pearl has a strong track record of delivering service excellence and driving municipal innovation, and the future holds even more potential for our community. *Building Tomorrow* will act as a roadmap to take us from where we are today, to where we want to be, helping us navigate challenges and opportunities along the way.

We recognize that the decisions we make today will shape Mount Pearl for generations to come. If this diverse, multi-faceted plan has a single unifying principle, it's that every choice we make must take into account our city's future. This visionary principle is the underpinning for how we operate, and it's integrated into every aspect of what we do.

This plan sets forth a practical framework to guide our decision-making, align our priorities, and focus our resources. We want to improve our city while preserving what has made it one of the most vibrant and business-friendly cities in the province. The plan is divided into five aspirational goals to achieve by 2027:

- 1 The Plan**
Develop and implement an effective, achievable Municipal Plan
- 2 The Journey**
Reimagine an integrated approach to transportation within Mount Pearl
- 3 The Places**
Support smart development and redevelopment
- 4 The People**
Attract more people to live, work, and play in the city
- 5 The Resources**
Maximize the city's resources and skills to make it an employer of choice

These areas of focus will help facilitate transformational change over the next four years and beyond. They will be used to develop our *Work Plan*—an outcome-oriented blueprint that will detail our activities, timelines, and methods of performance measurement.

No plan is complete without built-in guidelines to track progress. Annual update reports are imperative to our success, making certain we are on the path to achieving our vision. This plan is a living document that will be maintained and monitored by Mount Pearl City Council each year. We encourage everyone to stay connected and track our progress as we act on our goals over the next four years.

Our Mission, Vision & Values

Our Mission

Leading the way as an independent, progressive, family-oriented, inclusive, accessible, and business-friendly city that provides outstanding municipal services and community programs.

Our Vision

A progressive, independent city with a strong sense of home.

Our Values

FAIRNESS AND RESPECT

We recognize that our success as a community depends on the talent, skills and expertise of our people and our ability to function as a cohesive team. We are committed to creating an inclusive culture that values and respects the unique perspectives, backgrounds, and experiences of all our employees, citizens, and businesses. By embracing fairness and respect, we foster innovation, creativity, and collaboration, which ultimately drive our city forward and help us create a better community for all.

INNOVATION AND CREATIVITY

We encourage innovative and creative approaches to enhancing the quality of life of our citizens and the success of our businesses.

FLEXIBILITY AND ADAPTABILITY

We believe in listening to the ideas of others, and showing flexibility in making decisions that serve the best interests of our citizens and city. We believe our “can do” spirit delivers top performance.

ACCOUNTABILITY

We believe in making our actions and decisions transparent and open to the people we serve.

SERVICE EXCELLENCE

We strive to provide the best service possible, taking great care to deliver the best possible value to those we serve.

Our Strategic Priorities

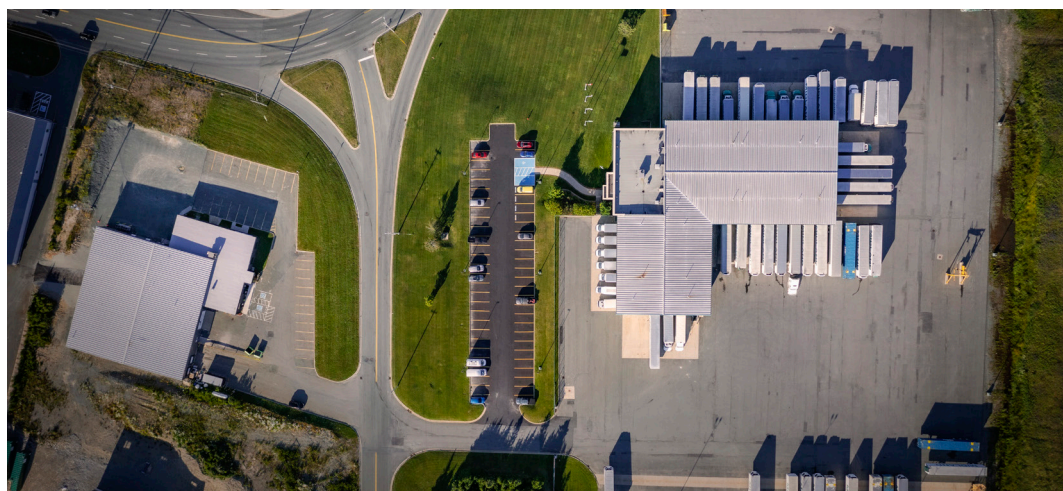


ATTRACTIVE

Position Mount Pearl to be the most appealing city in Atlantic Canada in which to live, work, and do business.

UNIQUE

Capitalize on our resources to make Mount Pearl a unique and desirable place to work, play, and socialize.



AGILE

Ensure an agile approach to opportunities, minimizing barriers and maximizing success in everything that we do.

SMART PLANNING

Ensure smart, effective planning around development and redevelopment.



Goal 1: The Plan



Develop and implement an effective, achievable Municipal Plan

Great cities feature, among many things, easily accessible neighbourhoods, efficient transportation networks, key amenities, and thriving business and social communities. Our Municipal Plan will set out an overarching framework to create a vibrant city. The city will develop a 10-year Municipal Plan that takes into consideration existing plans including, but not limited to, Find Your Centre – City Centre Renewal Plan, the Recreation Master Plan, and the Urban Forestry Plan.

Key Actions

- Engage a proponent to support the city in developing a 10-year Municipal Plan
- Prepare, draft, and complete the Municipal Plan
- Adopt the Municipal Plan



Goal 2: The Journey



Reimagine an integrated approach to transportation within Mount Pearl

With safety as a top priority, the city will reimagine how people navigate Mount Pearl's streets and trails. Along with traditional improvements to roads, and taking measures to reduce vehicular speeding, the city will focus on integrating Mount Pearl's existing transportation network with active urban modes of transportation such as public transit, cycling, wheeling and walking.

Key Actions

- Develop and adopt a Traffic Calming Policy
- Continue the implementation of the Trails Master Plan focusing on connections, lighting, and upgrades
- Build an Integrated Active Transportation Plan



Goal 3: The Places



Support smart development and redevelopment

Mount Pearl will create a balanced approach to growth that is ambitious yet achievable in the short, medium, and long-term. This approach will consider development through an environmental lens, maintaining the city's focus on climate change. Our strategic plan considers growth from both new development and redevelopment, with the common goal of improving our city.

Key Actions

NORTH OF TOPSAIL ROAD DEVELOPMENT

- Engage an Owners Advisor to support the city's development of land north of Topsail Road, including completion of the business case for development
- Complete an Infrastructure Plan to ensure the city is prepared for development
- Develop an Investment Attraction Plan for North of Topsail Road

CITY-OWNED LAND

- Develop an Investment Attraction Plan for city-owned property
- Complete an investment kit for city-owned property

CITY CENTRE PLAN

- Complete an investment kit for City Centre Revitalization
- Continue the implementation of the Find Your Centre Plan

PRIVATE DEVELOPMENT

- Continue to develop programs to incentivize development of key investment areas

ENVIRONMENT

- Create a decision-making framework to ensure an environmental lens is applied to all that we do



Goal 4: The People



Attract more people to live, work and play in the city

The city will strive to attract new residents from within Canada as well as new Canadians. We will develop and implement a suite of settlement services to ease orientation for newcomers. We will encourage citizen engagement in political decision-making as well as in the cultural and recreational fabric of our city. We will complete a 5-year Economic Development strategy to guide business growth, and help drive the economic networks that are vital to population expansion.

Key Actions

- Complete a 5-year Economic Development Strategy
- Continue to foster equity, diversity and inclusion
- Refresh service delivery to meet the changing needs of the public
- Develop and promote safety-oriented programming
- Open the new community centre
- Continue the implementation of the Urban Forestry Plan



Goal 5: The Resources



Maximize the city's resources and skills to make it an employer of choice

The City of Mount Pearl recognizes that its greatest resource is its people. Continued improvement in the city's workplace culture, operations and processes is critical to the success of this strategic plan. The city will lead the way in municipal governance by ensuring that a culture of safety, fairness, and respect is appropriately underpinned by policy and accountability.

Key Actions

- Modernize workplace processes
- Enhance a culture of respect, safety and continuous improvement
- Foster improved internal communications
- Create opportunities for employee growth and development

Contact Us



We look forward to working with our community partners to act upon this plan and ensure a bright future for all who call Mount Pearl home.

For the most up-to-date information, find us online:
www.mountpearl.ca  @mountpearl  @Mount_Pearl

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