

# Strategic Plan 2011-2016

*“Leadership is shown by a team that delivers on their value promise to a customer and then digs even deeper to wow them.”*

*Robin Sharma,  
Canadian Author &  
Leadership Coach*



CITY OF  
**Mount Pearl**

*“A progressive independent city with a strong sense of home.”*



# TABLE OF CONTENTS:

|                               |           |
|-------------------------------|-----------|
| <b>Message from the Mayor</b> | <b>3</b>  |
| <b>Introduction</b>           | <b>4</b>  |
| <b>Community Profile</b>      | <b>5</b>  |
| <b>Our Mandate</b>            | <b>6</b>  |
| <b>Our Values</b>             | <b>7</b>  |
| <b>Our Mission</b>            | <b>8</b>  |
| <b>Our Vision</b>             | <b>9</b>  |
| <b>Strategic Issues</b>       | <b>10</b> |



## Message from the Mayor



On behalf of City Council, I am pleased to present the city's next five year Strategic Plan. Our vision for Mount Pearl's future is clear: "A progressive independent city with a strong sense of home."

Mount Pearl prides itself on many things already and our plan will move us a step further. Exciting times lie ahead!!!

As a council and a community, the challenge for each of us is to make a difference. We do that by working together. The actions of our employees, our volunteers, our residents and business community will continue to set Mount Pearl apart.

Yours truly,

A handwritten signature in black ink, which appears to read "Randy Simms".

Randy Simms  
Mayor



Photo by Gary King

# Introduction

*Strategic Planning is a systematic way to manage change and create the best possible future.*

The continuing growth of Mount Pearl, the changing demographics of our population and accelerated business development all underscore the need for a robust strategic plan geared toward long term sustainability. We are proud of our many accomplishments, but realize the vital importance of engaging in strategic planning for a better tomorrow.

This five year Strategic Plan outlines the vision, mission, mandate and corporate values of the City of Mount Pearl to achieve the city’s vision of “a progressive independent city with a strong sense of home.” The Plan articulates the goals and objectives pertaining to four strategic issues and is practical, achievable and measurable.



## Community Profile

*“Stay perpetually optimistic – have the belief that you will come out on top and it will inspire you and anybody working with/for you to stay motivated as well.”*

*General Rick Hillier*

Mount Pearl is the second largest city in Newfoundland and Labrador with a population of approximately 25,000. Mount Pearl's natural surroundings combined with our industrial core provide a terrific place to live, to work, and to operate a business.

Mount Pearl's development has been along the lines of the “neighbourhood concept” with paved streets, linear parks and walkways interlocking the various neighbourhoods that exist within the city.

Our city is continuing to grow and develop, and is well known as a business friendly city. Already we are home to some of the most significant players in the Oil and Gas and Technology industries. Mount Pearl's industrial centre is the largest within the Province. Our recreational facilities are among some of the finest found in Atlantic Canada.

The City of Mount Pearl has enjoyed significant growth in population, housing developments and business establishments. We have also seen the enhancement of infrastructure to meet our growth demands. However, as growth occurs so does the challenge of the strategic management of our resources, land mass and the renewal of infrastructure systems supporting the expansion. Coupled with these challenges are the changing demographics of our city's population and the need for diversity in urban planning.

# Our Mandate

*“... the universal trait, to a widely ranging degree, in all human beings is the ability to imagine a goal and believe in the likelihood of reaching it.*

*Robert Herjavec  
Canadian Entrepreneur  
and Dragon, CBC*



An organization’s mandate refers to what is explicitly required by legislation and by other informal means.

Clarity about what is mandated increases the likelihood that public value is created.

The City of Mount Pearl’s mandate is:

***“To provide a range of municipal programs and services, in accordance with the requirements established by the City of Mount Pearl Act, aimed at enhancing the lifestyle of our citizens and the success of our business community.”***



# Our Values

*“...we must renew our commitment to work together to realize the full potential of our place in the world and our place in history. For Canadians are never complacent. We are nourished by hopes and dreams and the belief that the best days are always to come – there is always more to do to make our nation even better with a quality of life second to none.”*

*The Rt. Hon  
Adrienne Clarkson*



## 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 appreciate our diversity and believe that respect for our employees, citizens, colleagues, partners and all those with whom we interact is an essential element of all positive and productive relationships in which the city engages.

## Innovation and Creativity

We encourage innovative and creative approaches in pursuit of 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

Our decision making processes and operations are transparent and open to the people we serve.

## Service Excellence

We strive to provide the best service possible, ever mindful of leaving a lasting impression on all those served that great value was delivered.

# Our Mission

A mission statement is an action oriented formulation of an organization’s reason for existence – its purpose. It articulates what an organization does, the clients it serves and what makes it unique.

From this perspective, our mission is:

***“Leading the way as an independent, progressive, family oriented and business friendly city, providing outstanding municipal services and community programs.”***

***“Once we accept our limits, we go beyond them.”***

***Albert Einstein***



# Our Vision

*“The vision is really about empowering workers, giving them all the information about what is going on so they can do a lot more than they’ve done in the past.”*

*Bill Gates, Microsoft*

*“A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be.”*

*Wayne Gretzky*

Vision identifies what an organization should look like as it successfully meets its mandate, fulfills its mission, creates public value and, and in general, achieves its full potential.

Our vision for the City of Mount Pearl is:

***“A progressive independent city with a strong sense of home.”***



# Strategic Issues

*“I think listening carefully is important – empathizing with your customers, empathizing with your employees— and then trying to figure out where there is an opportunity to change things for the better.”*

*Roger Martin,  
Dean, Rotman School  
of Management,  
Toronto*



## Issue:

Mount Pearl must provide an innovative, creative and sustainable suite of municipal services and programs that sets us apart as a vibrant and independent city.

## Goal:

To continually review and enhance our municipal services and programs.

## Objectives:

- To review the public transit service.
- To review community based programming to identify new and fresh ideas.
- To review public works and operational services to improve service delivery where possible.
- To identify opportunities to enhance our use of technology throughout the city.
- To filter all initiatives through a “green lens” and implement green initiatives where possible.



# Strategic Issues

## Issue:

**Mount Pearl must respond to shifts in our population demographics.**

## Goal:

To enhance Mount Pearl's development to optimize our age-friendliness.

## Objectives:

- To consider, and where feasible, adopt a universal design for future infrastructure and development in the city.
- To undertake an affordable seniors housing pilot project in the city.
- To provide a range of housing options that responds to the differing needs of our citizens.
- To provide opportunities for Mount Pearl citizens to stay in Mount Pearl throughout all stages of life.
- To be recognized by citizens as being age friendly.



# Strategic Issues

*“Organizations need more than ever to have a clear understanding of their purpose in order to make work meaningful and thereby attract, retain and motivate outstanding people.”*

*Jim Collins, Author  
Good to Great*



## Issue:

**Mount Pearl must attract, retain and engage qualified employees throughout the organization.**

## Goal:

To identify and implement initiatives that will further enhance the attraction, retention and engagement of employees.

## Objectives:

- To be considered an employer of choice.
- To create a culture of value and appreciation for all employees.
- To become more attractive and competitive to our employees.



# Strategic Issues

*“We may be very busy, we may be very efficient, but we will also be truly effective only when we begin with the end in mind.”*

*Stephen R. Covey*

## Issue:

**Mount Pearl must make more effective use of Council time to improve decision making.**

## Goal:

To enhance our governance committee structures and reporting processes.

## Objectives:

- To streamline Council’s committee structure and decision making processes.
- To empower and provide the necessary resources to Directors to make certain decisions without referral to committee.
- To provide dedicated time and attention for Council to attend to priority items and strategic initiatives.





*"Mount Pearl  
always has  
something for  
everyone, all ages,  
and I love that  
about our  
community. It's so  
easy to get  
involved!"*

*Kaitlyn Bowering  
Level III Student*

*"A progressive independent city with a  
strong sense of home."*

Prepared and facilitated by:



[www.hstcsolutions.com](http://www.hstcsolutions.com)