

Corporate Strategic Plan

Report on major accomplishments

2015-2018



**We are
here**



ST. JOHN'S

Corporate Strategic Plan

- Launched in June 2015
- Covers the period 2015-2018
- 6 strategic directions, 36 goals
- During this plan there was a significant program review exercise and a change in Council



This report lists major accomplishments from the plan over its four year lifespan

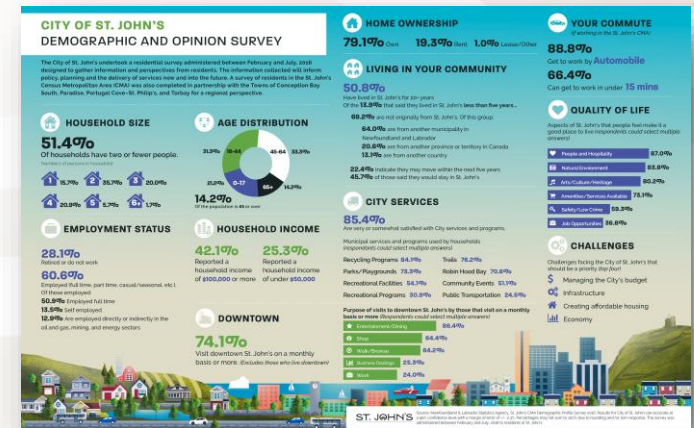
Neighbourhoods Build our City

- Public engagement, concept report, design and construction for Kenmount Terrace Community Centre
- Phase 1 of Victoria Park revitalization
- Project plan, financing, design and construction for Community Market
- Swimming pool redevelopment at Bowring Park
- Creation of Housing Catalyst Fund for affordable housing
- Implementation of Housing First Intensive Case Management program
- Development of the Coordinated Access and Rapid Rehousing programs
- Development of lands inventory for affordable housing
- Creation of 10-year Affordable Housing Strategy with community partners
- Completion of Phase 1 of Water Street Infrastructure Project



A Culture of Cooperation

- Residential and demographic survey in partnership with Memorial University and regional municipalities
- Pet Safekeeping Program for victims of intimate violence in Partnership with Royal Newfoundland Constabulary and Iris Kirby House
- Research and final report on appropriate model to fit Regional Services for Emergency Management (EM) and Business Continuity Planning (BCP)
- St. John's Regional Drinking Water Study
- Implementation of the Homelessness Partnering Strategy through End Homelessness St. John's.
- Transfer of authority of portions of Highway Traffic Act related to City's Parking Services



Effective Organization

- Implementation of a new internal budgeting system
- Completion of a Quality of Work Life study, creation of employee task forces and completion of final report with recommendations
- Implementation of Alcohol & Drug Policy and program
- Rollout of mobile reporting for building inspections
- Switch to Voice Over Internet Protocol for telephone services
- Contract with an external Employee Assistance Program provider enhancing services to employees and their families
- Establishment of a Corporate Policy Committee
- Creation of an accountability framework
- Development of guidelines and procedures for employee flexible work arrangements
- Creation and evaluation of Committee of the Whole (COTW) pilot
- Development of a Code of Ethics by-law
- Development of Respectful Workplace training for employees



Effective Organization

- Creation and implementation of a Continuous Improvement (CI) Roadmap including staff training at all levels
- Completion of 11 CI Green Belt certifications and projects to identify and eliminate waste in internal processes
- Identification of core Management Competencies
- Creation of Phase I of new employee Reward and Recognition program
- Launch of Managers' Hub on Intranet
- Establishment of project management working group and creation of package of project management tools, templates and process guides
- Implementation of upgrades on HRIS Software for increasing efficiency of Pension administration
- Implementation of e-recruitment software improving efficiency and increasing transparency for job applicants
- Development and implementation of a Management Orientation program



A City for All Seasons

- Creation of "Celebrate with St. John's" branding including for winter and sporting events
- Public engagement, construction and programming for the Paul Reynolds Community Centre
- Completion of revisions to stormwater retention policy
- Initiation of Bike St. John's Master Plan
- Implementation of sidewalk snow clearing efficiencies to improve service and minimize overtime



Fiscally Responsible

- Expansion of the accessible taxi program
- Construction of 22 new affordable housing units at Convent Square
- Establishment of Victoria Park Foundation to implement revitalization plan
- Completion of a Market study for insurance providers to obtain the most cost effective and value added benefit for employees
- Advancement of a sponsorship policy



Responsive and Progressive

- Completion of review and implementation of recommendations to realign City Advisory Committees
- Creation of online engagement portal engagestjohns.ca
- Creation of heritage financial incentive program policy
- Completion of Torbay Road Area Transportation Study
- Completion of Citizen Satisfaction Survey
- Implementation of Phase 1 of automated garbage
- Completion of an evaluation and implementation of recommendations on the City's engagement policy, portal and process
- Completion of public engagement for 2019-21 budget
- Advancement of themed signage program identified in Roadmap 2021
- Advancement of new economic plan
- Completion of draft strategic plan for 2019
- Implementation of recommendations from Paid Parking Management Strategy including Pay-By-Phone

