



Strategic Plan 2023 - 2028

Summary

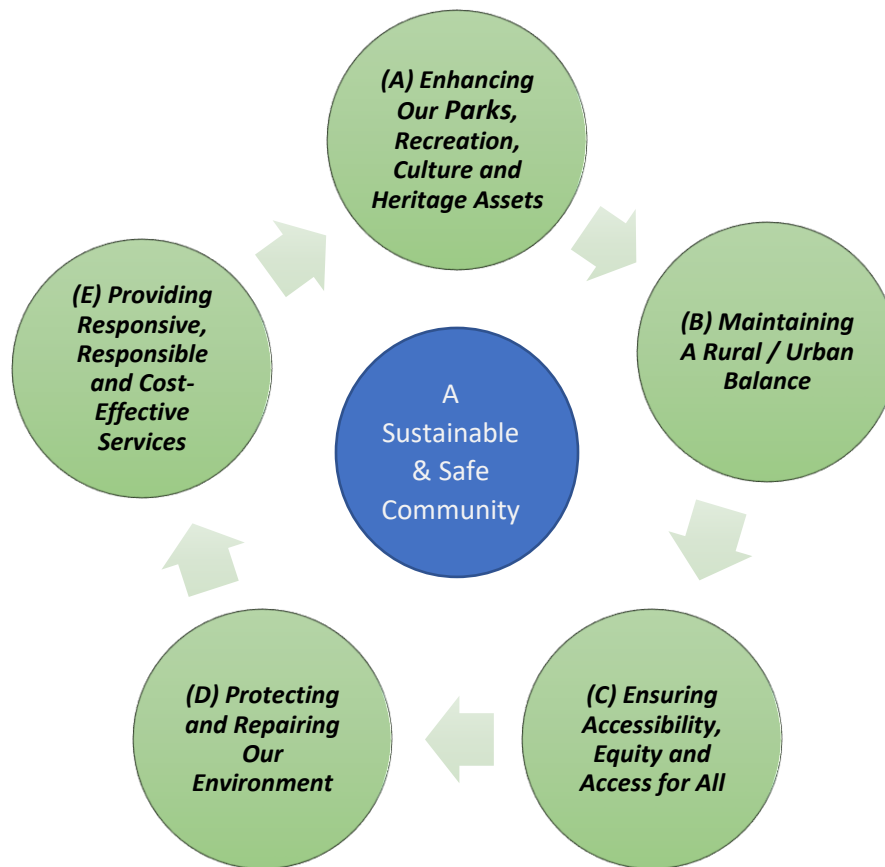
Portugal Cove-St. Philip's is a progressive, growing municipality with a rich resource of both natural and cultural heritage. Its core values are built around preserving this wealth of assets, maintaining its rural character and providing the services and amenities expected by its residents, at a reasonable cost. The Town is well-positioned within the Northeast Avalon Region to collaborate strategically with neighbouring communities on projects of joint municipal or regional interest.

This Strategic Plan has been developed to assist Town Council and staff in our decision making and budgeting over the next five years, as we endeavor to meet the needs of residents within the limits of available fiscal and human resources. The work of preparing the Plan included a review of relevant documents, a comprehensive consultation process (including an online resident survey with over 400 respondents), interviews with key stakeholders, a Town staff survey, public sessions and a review of ten benchmark communities with successful strategic plans. The results of this work were analyzed and consolidated into a set of strategic priorities for the next five years, with the following as the Town's Vision Statement:

Vision Statement:

Portugal Cove-St. Philip's offers a vibrant heritage with safe and inclusive neighborhoods for residents of all means and abilities, while preserving our rural character. The health and wellness of our residents and sustaining our natural environment are core values, ensuring that families, youth and seniors can thrive.

To achieve this Vision, five Strategic Action Areas were identified, as shown below:



These five Strategic Action Areas are expressed in a series of thirteen Goals and twenty-five Specific Initiatives to be acted upon during the life of the Plan. Using the results of the consultation process and additional analysis, the twenty-five initiatives were assigned priorities (Top, Medium and Lowest). The following emerged as top priorities:

- Update/implement the Asset Management Plan,
- *Improve Town-owned roads,*
- *Investigate the feasibility of assuming all roads in Town, with possibly a joint management arrangement for provincial roads,*
- *Widen road shoulders to accommodate pedestrians and increase safety,*
- *Support the initiatives of the Advisory Committee on the Environment,*
- *Work with the community to refine existing events and develop new ones,*
- *Implement the Trails Master Plan, and*
- *Develop the Lifestyle Centre.*

All goals and specific initiatives are identified in the table below, which also indicates the relative priorities of the actions as determined by the consultation process.

List of Recommendations At-A-Glance

The Strategy Goals and Specific Initiatives are listed below. The priorities assigned to them are colour coded (see the key opposite).

Top Priority
Medium Priority
Lowest Priority

Strategic Action Area	Strategy Goal	Specific Initiatives	
A) Enhancing Our Parks, Recreation and Culture Assets	Provide Parks and Recreation Facilities	1. develop the Lifestyle Centre 2. implement the Trails Master Plan 3. develop ATV policy, including consideration of an ATV Trail	
	Expand Events, Programs and Community Services	4. work with community to refine existing events and develop new ones 5. implement initiatives of the Heritage Committee	
		6. continue the tree-planting program for PCSP	
	B) Maintaining Our Rural / Urban Balance	Improve the Overall Appearance and Aesthetics of the Community	7. investigate feasibility of encouraging commercial centre / hub in the community
		Pursue Economic Growth and Development Opportunities While Preserving the Town's Rural Character Overall	8. support the Chamber in the implementation of the Strategic Agriculture Plan
C) Ensuring Accessibility, Equity and Access for All	Protect the Local Agricultural Sector	9. investigate possibility of transit link to St. John's with Metrobus	
	Provide a Public Transit Service	10. develop & apply an 'inclusion lens' through which all Council decisions are considered	
	Ensure Diversity, Equity and Inclusion in All Activities	11. continue to advocate for the high school, as included in the last provincial budget	
	Attract New Residents to the Community	12. investigate incentives for developers to provide a range of housing types including affordable units 13. develop additional seniors' housing 14. loosen regulations regarding apartments	
		15. support the Chamber of Commerce in their bid to develop a Cultural Centre for PCSP	
	Provide a Range of Housing and Neighbourhood Types	16. pursue the PCSP Library becoming affiliated with the Provincial Public Library network	
	Provide a range of social, cultural and heritage amenities	17. support the initiatives of the Advisory Committee on the Environment 18. enact Planning Regulations to ensure more appropriate residential site development 19. actively encourage more recycling and composting 20. do more to protect wetlands	
D) Protecting and Repairing Our Environment	Protect the Environment	21. improve Town-owned roads 22. widen road shoulders to accommodate bike lanes and increase safety 23. investigate feasibility of assuming all roads in Town, with possibly a joint management arrangement for provincial roads	
		Ensure Safety and Security of Property and People	24. expand the Works Depot or build new one 25. update / implement the Asset Management Plan
			Increase levels of Service for Public Works Operations
		E) Providing Responsive, Responsible and Cost-Effective Services	24. expand the Works Depot or build new one 25. update / implement the Asset Management Plan
	Increase levels of Service for Public Works Operations		

Timetable for Specific Actions

The following is the proposed timetable for implementation of the Specific Initiatives over the Plan's five-year lifespan. Note that these are suggestions only; from one year to the next, Council may decide to alter the timetable depending upon changing circumstances.

Top Priority
Medium Priority
Lowest Priority

Strategic Action Area	Specific Initiatives	2023	2024	2025	2026	2027	2028
A) Enhancing Our Parks, Recreation and Culture Assets	1. develop the Lifestyle Centre						
	2. implement the Trails Master Plan						
	3. develop ATV policy, including consideration of an ATV Trail						
	4. work with community: refine existing events and develop new ones						
	5. implement initiatives of the Heritage Committee						
B) Maintaining Our Rural / Urban Balance	6. continue the tree-planting program for PCSP						
	7. investigate feasibility of commercial centre / hub in the community						
	8. support the Chamber in the implementation of the Agriculture Plan						
C) Ensuring Accessibility, Equity and Access for All	9. investigate possibility of transit link to St. John's with Metrobus						
	10. develop and apply an 'inclusion lens' through which all Council decisions are considered						
	11. continue to advocate for the high school, as included in the last provincial budget						
	12. investigate incentives for developers to provide a range of housing types including affordable units						
	13. develop additional senior's housing						
	14. loosen regulations regarding apartments						
	15. support the Chamber of Commerce in their bid to develop a Cultural Centre for PCSP						
	16. pursue the PCSP Library becoming affiliated with the Provincial Public Library network						
D) Protecting and Repairing Our Environment	17. support the initiatives of the Advisory Committee on the Environment						
	18. enact Planning Regulations to ensure more appropriate residential site development						
	19. actively encourage more recycling and composting						
	20. do more to protect wetlands						
E) Providing Responsive, Responsible and Cost-Effective Services	21. improve Town-owned roads						
	22. widen road shoulders to accommodate bike lanes; increase safety						
	23. investigate feasibility of assuming all roads in Town, with possibly a joint management arrangement for provincial roads						
	24. expand the Works Depot or build new one						
	25. update / implement the Asset Management Plan						

How the Plan will be Made Actionable and Accountable:

- 1) upon completion, this summary version of Plan will be made available online for the community with an accompanying public meeting/presentation;
- 2) regular staff reports will be prepared on how all significant upcoming Council decisions help advance the goals of the Strategic Plan;
- 3) press releases issued by the Town may refer to the Plan and how the matter referred to is aligned with it.
- 4) the Town will make an annual report card to the public on how the Plan is being implemented; and
- 5) half-way through the Plan's tenure, a three-year refresher update will be prepared.