

Council's Priorities: 2016-2020

Through good governance and with the support of the community, our focus is on growing Saint John. By being fiscally responsible, the City delivers services that contribute to a vibrant, attractive and prosperous city.

Growth & Prosperity

Saint John is recognized by residents and businesses as a positive and supportive city. We grow in a smart way and attract talent, innovation and opportunities so all people can thrive.

GrowSJ

- Drive development in accordance with PlanSJ that **creates density** required for efficient infrastructure and services.
- Promote Saint John as a community to live, work and play to **grow the residential tax base**.
- Advocate for **equitable taxation** among residents, commercial businesses, institutions and industry.

Strong Economy

- Ensure Saint John has a **competitive business environment** for investment.
- Support the retention and attraction of businesses that **create job opportunities**.

Key Performance Indicators

- Building permit values (Primary Development Area and city)
- Change in tax base assessment within the city
- Return on investment from development incentives
- Change in population
- Change in number of new businesses in the city

Vibrant, Safe City

Saint John is home to unique, livable neighbourhoods that offer a variety of housing options and appropriate transportation choices. Residents celebrate our history, enjoy a variety of cultural and recreation activities, and appreciate our greenspaces and waterways.

Great Neighbourhoods

- **Develop neighbourhoods** through planning that aligns with PlanSJ and includes:
 - Accessible, reliable and cost-effective **public and active transportation**
 - Streetscape **beautification**
 - Modernization of **heritage** preservation processes
 - **Park and greenspace** investment that aligns with PlaySJ
- Ensure that the delivery of efficient **public safety services** address the evolving needs of a growing community.

Vibrant City

- Invest in **arts, culture and recreation** experiences that create a sense of community pride.

Key Performance Indicators

- Percentage of fire incidents contained to the point of origin
- Crime incident trends
- Resolution rate for property issues related to by-laws
- Participation at arts, culture and recreational events
- Number of City-supported community-led programs and initiatives

Valued Service Delivery

Saint John invests in sustainable City services and municipal infrastructure. Our community is engaged and understands what they can expect from service delivery.

Asset Management

- Develop an integrated **asset management plan** that aligns with PlanSJ to prioritize investment.
- Invest in strategic **road improvements**.

Customer-Focused Services

- Explore **service improvements** through innovation, technology and developing partnerships with other organizations.
- Define **service levels** for all City services.
- Implement **mandate letters** with the City's agencies, boards and commissions to define expectations.

Key Performance Indicators

- Pavement Condition Index (Ratio of lane-km in 'good' or 'satisfactory' condition)
- Reliability of water and wastewater systems
- Work request completion ratio (# requests completed to # requests entered)
- Infrastructure deficit

Fiscally Responsible

Saint John takes a strategic approach to financial management that is equitable, balanced and efficient. Decision-making is in line with our strategic plans to ensure our financial sustainability.

Financial Health

- Develop **long-term sustainable financial plans** and budgets that align capital investment and fiscal capacity with service objectives.
- Investigate options to **allocate water costs** among ratepayers.
- **Report on performance metrics** to show effective service delivery and good fiscal management.

Innovation and Improvement

- Advance a culture of **continuous improvement** to drive operational efficiencies.
- Leverage opportunities to **generate alternative revenue** sources.

Key Performance Indicators

- Total debt as a percentage of annual revenue
- Revenue from own sources as a percentage of total revenue
- Capital from operating as a percentage of operating budget
- Percentage of continuous improvement savings in relation to stated targets