

# Strategic Plan

**2022 to 2026**

**a community for everyone**



[charlottetown.ca/strategicplan](http://charlottetown.ca/strategicplan)



## AT A GLANCE

The City of Charlottetown is committed to delivering quality programs and services across a number of key areas including:

- Administration – Communications, IT and Human Resources
- Economic Development
- Environment and Sustainability
- Events
- Finance
- Fire Services
- Infrastructure and Asset Management
- Parks and Recreation
- Planning and Heritage
- Public Works
- Police Services
- Tourism
- Water and Sewer Utility



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## WELCOME

The City of Charlottetown offers a wide range of programs and services that impact our community everyday. Our new Strategic Plan is a long-range plan that drives the City toward our collective priorities.

Specifically, the Strategic Plan (2022 to 2026) – *a community for everyone*, serves as a road map to get us from where we are today to where we want to be in the days and years ahead. The unifying principle of the plan, a community for everyone, underscores how we do business – it is infused in our thinking, planning and projects. And we are committed to strengthening our community as we grow.

It is important to recognize that our new plan was developed in collaboration with residents, stakeholders, City staff and Council. Taken together, these contributions align the direction of both the corporation and the community.

Our Vision, Purpose, Guiding Principles and Commitments fuel our work. To bring focus to our priorities, the Strategic Plan has identified the four key pillars:

- Community-Building and Placemaking
- Governance and Civic Engagement
- Inclusive Economic Growth
- Infrastructure and the Environment

These pillars can be described as areas of focus that will help drive transformational change over the next four years and beyond. The pillars will be used to inform the development of our Action Plan, an outcomes-oriented plan that will detail our key activities, timelines and performance measurement.

Annual progress reports are imperative to our success and make certain we are working toward our long-range plan. Our Plan is a “living document” that will be maintained through ongoing monitoring and reported on to Charlottetown Council on an annual basis.

We encourage you to read about our progress and stay connected as we deliver Our Plan over the next four years.

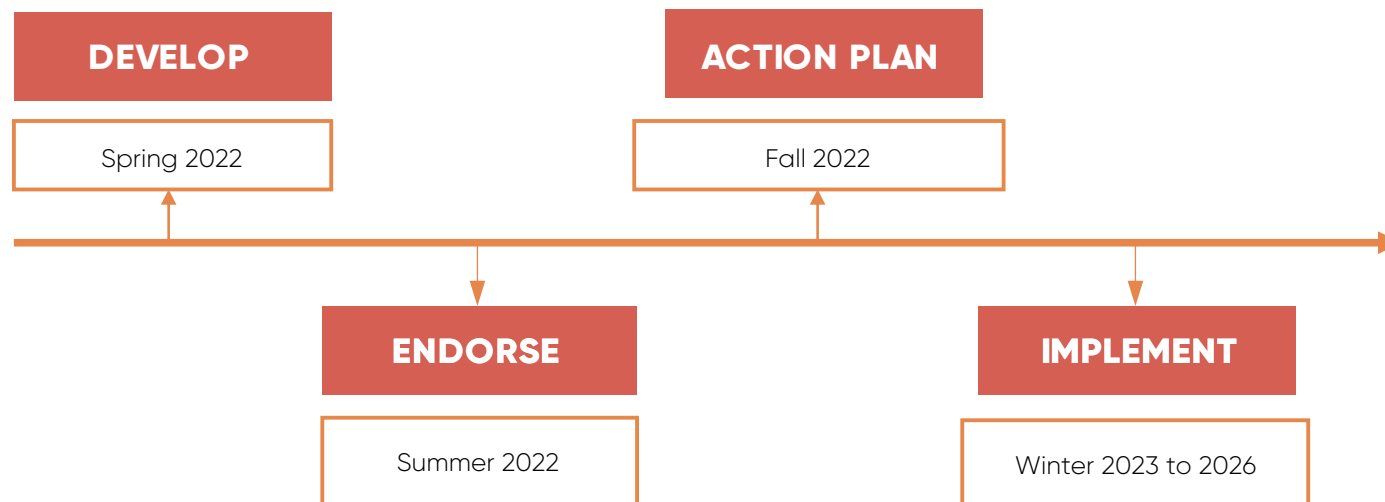
## HOW WE GOT HERE

The City of Charlottetown's new Strategic Plan was informed by input and insights from residents, stakeholders, City staff and Council. Serving as the City's highest-level plan, we committed to extensive engagement to build the foundation of our new plan. We are both proud and grateful for the significant contributions.

### Quick Facts

**1,200+** social media engagements  
**400+** online survey responses  
**150+** visits to charlottetownhall.ca  
**100+** open house attendees  
**30+** key informant interviews  
**8** workshop sessions

### Strategic Planning Timeline





## OUR STRATEGIC PLAN

Our Strategic Plan – **Vision, Purpose Statement, Guiding Principles** and **Commitments** – reflect what stakeholders told us – what they value and aspire to for Charlottetown.

The core elements of Our Plan are designed to complement and reinforce each other and should be considered as a whole.

### Our Vision

Respecting the past. Embracing the future. Creating a community for everyone.

### Our Purpose

As a local level of government, the City of Charlottetown is committed to:

Delivering community-focused programs and services that matter most to our residents.

Specifically, we will:

- provide accountable, accessible and fiscally responsive local government to build a sustainable and resilient city; and,
- approach challenges and problem-solving with innovation and integrity, by reflecting solutions that serve the whole community.

## Our Guiding Principles

These guiding principles unify our work and underscore our values.

We will be:

- **People-focused** always
- **Welcoming** as we grow
- **Collaborating** to make us stronger
- **Accountable** to residents, ourselves and to each other
- **Safety** in all we do

WELCOMING

accountable

SAFETY collaborating

people-focused

## Our Commitments

These ten commitments are built from what we heard. They reflect the most powerful themes that emerged during the engagement process and what stakeholders believe need to be **'filters' or 'lenses'** through which all future decision-making needs to be considered.

We are committed to:

- **Sustainability** in all its forms including social, financial and environmental
- **Reconciliation** with the Province's First Peoples
- **Collaboration and partnership** as a foundation for all activities including shared services
- **Inclusion** that respects differences and embraces real **representation**
- **Technology** as an enabling and democratizing tool
- Harmonizing **resident & visitor** priorities
- **Transparency** to strengthen accountability and trust
- Commitment to ongoing community **engagement**
- Robust and effective internal and external **communication** efforts
- **Growth** that embraces all aspects of the economy including businesses, entrepreneurship, arts, culture social enterprises





## PILLARS

The four pillars are areas that represent the major parts of city life and require transformational change over the next four years and beyond.

These include:

- Community-Building and Placemaking
- Governance and Civic Engagement
- Inclusive Economic Growth
- Infrastructure and the Environment

Each pillar has a number of focus areas. These identify the specific ways the pillars will be used to develop and manage the Action Plan over the life of our Strategic Plan. These pillars will guide strategic thinking about Charlottetown now and into the future.

In practice, no pillar should be considered in isolation to the others, or to the guiding principles and commitments established for the plan. They are about Charlottetown in the future – reflecting some of what the City is today but also incorporating the vision for the future – what residents and leaders want it to become tomorrow.



## Community-Building and Placemaking

To enhance Charlottetown as a great place to live and as a destination for visitors. We will:

- Prioritize waterfront development and expanding the waterfront's footprint and amenities to continue to enhance its attractiveness as a destination while being anticipatory of requirements related to preparation for sea level rise and related environmental considerations. Building opportunities for residents and visitors to experience its waterways.
- Create a multicultural city that is welcoming to both new residents and newcomers and which celebrates and honours the diversity of its people and their traditions.
- Take a 'whole of Charlottetown' perspective on planning which addresses environmental considerations, including 'density', while creating a city-of- neighbourhoods, bringing residents closer to the services they need and the lifestyle and leisure options they want, enhancing livability, walkability and the reduction of GHGs.
- Enhance connectivity to support investment attraction, attraction of immigrants and in migration and to enhance hybrid work capacity; and,
- Leverage the potential of all lands within the City.



## Governance and Civic Engagement

To create a high performance and responsive local government. We will:

- Model fiscal sustainability and transparency within an enhanced accountability framework through the Action Plan accompanying this strategic plan.
- Develop new systems to strengthen annual monitoring to enhance the accountability framework.
- Prioritize people and safety to help strengthen our community and quality of life.
- Serve as leaders in creating a culture of community safety by protecting people, property and the environment.
- Develop the opportunity for shared services with adjoining municipalities where there is a business case to do so.
- Provide enhanced community-centric government balancing the needs of neighbourhoods while taking a 'whole of Charlottetown' planning perspective.
- Develop a decision-making template that incorporates the guiding principles outlined in this plan as a filter to support all decision making related to by-law, policy and regulatory changes; and,
- Grow the use of technology to support citizen engagement and streamlined accessibility to municipal processes.



## Inclusive Economic Growth

To foster inclusive growth related in terms of people and our economic sectors. We will:

- Continue to focus on population growth by attracting new residents whether through immigration or in-migration from other communities on- and- off Island, including continued efforts to ensure a welcoming community, provide necessary settlement services for newcomers and measures to enhance immigrant retention.
- Advance reconciliation efforts along with positioning Charlottetown as a welcoming city.
- Work with other public and private partners to address innovative solutions to housing including facilitating a streamlined regulatory and approval process designed to facilitate development.
- Collaborate with other levels of government and leverage its partnered organizations – Charlottetown Area Development Corporation, Discover Charlottetown, Downtown Charlottetown Inc., arts and cultural organizations and the innovation ecosystem – to support investment attraction and foster inclusive growth; and,
- Approach municipal support for cultural, artistic, tourist, sport hosting and event-related activities as investments with accompanying economic and social impacts for the benefit of residents and visitors alike.



## Infrastructure and the Environment

To address infrastructure challenges in our growing city and the issues arising from climate change adaptation and mitigation. We will:

- Set priorities for greening all its infrastructure in a planned and orderly manner through the new Official Plan.
- Make sustainability, community resilience and climate change management and mitigation foundational criteria on which to base all infrastructure investment decisions.
- Continue to respect, preserve and enhance heritage assets while also embracing the principle of adaptive re-use and the circular economy.
- Enhance accessibility to information and data to guide decision making and provide information citizens require through investment in smart infrastructure, technology and tools, such as GIS; and,
- Ensure that planning for and accommodating population growth optimizes both land use and the need for additional / expanded infrastructure.



## TO 2026 AND BEYOND

The heart of Charlottetown is our people. Our work is about today as much as it's about tomorrow. We are committed to collaboratively building a community for everyone.

When we think ahead to what Charlottetown will be like in 2026, we envision bustling green spaces, streets canopied with urban trees, a growing and vibrant waterfront, active transportation connections into neighbourhoods, integrated technology that serves the corporation and the community, public art in City spaces, celebrated heritage buildings and assets, new residents helping us lead the way, bustling, safe streets with residents and visitors alike, and venues and arenas filled with spectators at world-class events.

This is our Charlottetown, and we are committed to doing the work to help make our vision a reality.

Our Plan is an investment in our future – it's an invitation to play a role in shaping our community. Your input and insights helped make this plan and will continue to serve as the foundation for implementation. Our Action Plan and annual reporting will help track our progress.

We are committed to staying connected throughout the duration of this plan.

Thank you for being a steward in our shared priorities.



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