



# Corporate Strategic Plan

The Corporation of the City of Sarnia

2017 - 2020  
[www.sarnia.ca](http://www.sarnia.ca)





Approved by Sarnia City Council March 20, 2017



Photo: Lou Sprenger

## Sarnia: *The Place You Want to Be*

Planning is an important step in building a more vibrant and healthy community. The Strategic Plan sets the overall direction for the City.

This planning process was our chance to look at the

City through a magnifying glass and ask our citizens and employees what they want from their municipal government.

The plan outlines those desires and the direction of Council and City staff

for the remaining term of this Council with overlap into the next term.

This plan will shape the actions for the City of Sarnia to make it stronger and a better place to live for all residents and visitors to our City. We learned that Sarnia City Council, employees and citizens all have the same goal: to create a city that is a vibrant, healthy, and connected community. A City where people want to live and visit. This strategic plan is our next step in becoming ***Sarnia, the place you want to be!***



Left to Right: Councillor Dave Boushy, Councillor Cindy Scholten, Councillor Bev MacDougall, Councillor Brian White, Mayor Mike Bradley, Councillor Matt Mitro, Councillor Anne Marie Gillis, Councillor Andy Bruziewicz, Councillor Mike Kelch.

Photo: Lou Sprenger

# How was this Plan Developed?

The Corporate Strategic Plan was developed in collaboration with the public, City staff and Council.



Photo: Property of City



## Valuing Public Input

The strategic planning process involved public input through three consultation processes: a citizen survey, an employee survey and three community focus groups.

Over the consultation period in March

and April of 2016, we received 597 citizen surveys, 81 employee surveys and a total of over 30 people participated in focus groups led by our facilitator with an additional 10 people who responded to focus group questions on their own.



Photo: Property of City

# Mission, Values, & Vision

## MISSION

Strength through  
collaborative  
leadership

## VALUES

Honesty  
Continuous Improvement  
Collaborative  
Communicative  
Integrity & Accountability  
Innovative  
Sustainable

## VISION

Sarnia, the  
place you  
want to be!



Photo: Shawn Antle

## Our 4 Strategic Priorities:

*Achieve stronger results by working together.*

**#1**

**Economic  
Innovation**

**#2**

**High Quality  
of Life &  
Caring for  
all Citizens**

**#3**

**Responsible  
Financial  
Management**

**#4**

**Corporate  
Excellence &  
Leadership**

# #1: Economic Innovation

GOAL: Support revitalization and growth

## Strategies:

- ➔ Invest in infrastructure needed to revitalize the City and support growth
- ➔ Create a business-friendly environment
- ➔ Collaborate with stakeholder networks to attract and retain new business, industry and institutional services
- ➔ Collaborate with stakeholders to encourage land development

"Infrastructure investments and improvements are needed to undergird economic development and growth."

➔ Results of Citizen Survey

**#1  
CITIZEN  
EXPECTATION:**  
improve  
infrastructure

**#1  
CITIZEN  
ISSUE:**  
local economy/  
unemployment/  
jobs



Photo:  
Jamie  
Kingswood

The top 5 expectations of citizen respondents relate to improving our infrastructure, business retention and expansion, job creation, growth - especially youth and young families - and revitalization of downtown

# #2: High Quality of Life & Caring for all Citizens

GOAL: Be a safe, healthy and accessible community

## Strategies:

- ➔ Promote safe and affordable housing initiatives
- ➔ Improve quality of life assets and amenities
- ➔ Continue on the path to accessibility
- ➔ Continue to build our relationship with Aamjiwnaang First Nation

## Age-Friendly Sarnia



The City of Sarnia has now undergone the Age-Friendly Sarnia initiative. Participating in Age-Friendly planning positively affects all members of the community. Age-Friendly communities are accessible, inclusive, and social and include universal design in facilities, services and physical environments.

It improves the quality of life for its citizens and allows all members of the community to participate fully and without barriers. From our youngest member to our oldest, the creation of an Age-Friendly plan is important because it allows people to age in a community that is caring, healthy and vibrant across all stages in a person's life.

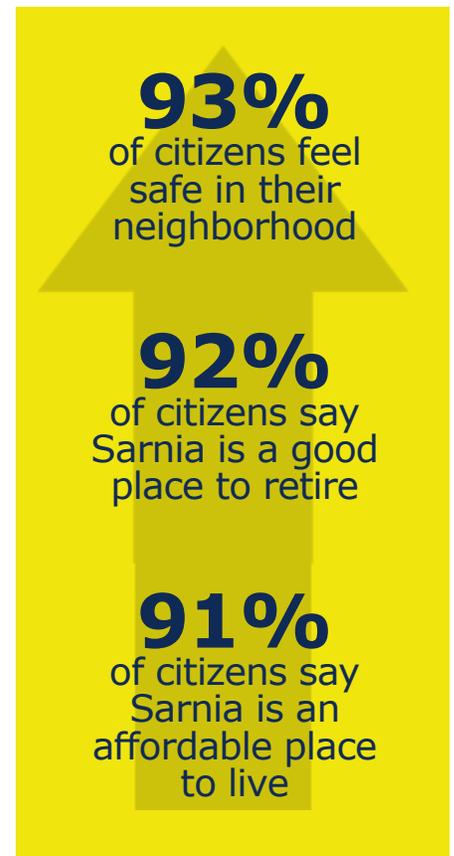


Photo: Lou Sprenger

# #3: Responsible Financial Management

GOAL: Align City services and capital investment with citizen expectations and ability to pay

## Strategies:

- Maintain reasonable tax rates
- Aggressively manage our assets
- Foster financial sustainability
- Grow and diversify revenues

72%  
of citizens would support an increase in taxes to improve city infrastructure through capital projects



Photo: Property of City

## Top 5 City Services Citizens are Satisfied with:

1. Fire & Rescue Services
2. Garbage/Recycling/Leaf Collection
3. Water & Sewer Services
4. Floral/Landscaping on Public Property
5. Emergency Management

## Top 5 City Services Citizens want Improved:

1. Street Repair/Maintenance
2. Land Use Planning
3. By-Law Enforcement
4. Sidewalks & Street Lighting
5. Snow Removal

# #4: Corporate Excellence & Leadership

GOALS: Focus on open and transparent government.  
Develop employees. Deliver service excellence.

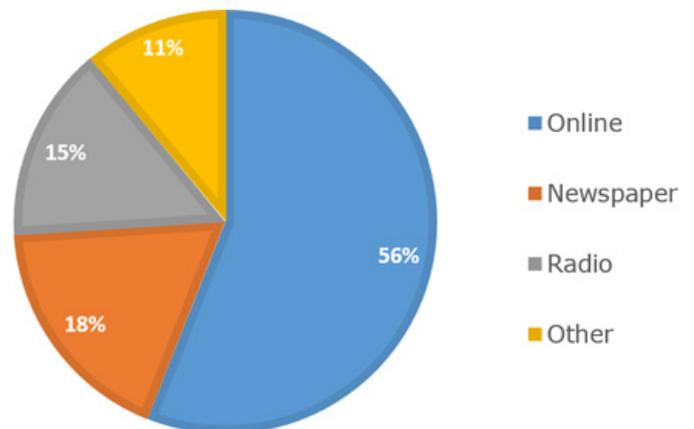
## Strategies:

- Improve both internal and external communications
- Improve service delivery effectiveness and efficiency
- Focus on people and culture
- Establish a culture of continuous improvement

96% either agree or strongly agree that corporate excellence and leadership is important.

→ Results of Staff Survey

HOW CITIZENS WANT TO LEARN ABOUT MUNICIPAL ISSUES



## City Employees Say...

Lack of resources is the most critical organizational challenge

**Integrity**  
is the most important City of Sarnia value

Accountable, experienced leadership is the City's **biggest strength**



➔ **FROM PLAN  
TO ACTION**

**The Corporate Strategic Plan guides Council and staff in setting priorities and allocating resources.**

**In order to deliver results, Council and City staff have created a work plan to bring each strategic priority to life.**

**In collaboration with local partners, Council and City staff will undertake the necessary tasks to uphold the 4 strategic priorities outlined in this plan.**

Photo: Lou Sprenger

# Monitoring and Communicating Progress

We have set out success indicators to measure performance which will allow Council and staff to evaluate and monitor achievement.

Communication is key to the success of strategic plan implementation. The plan will be shared with

the community, staff, community partners and stakeholders.

The plan priorities and core values will assist staff in drawing clear connections to their role in the wellbeing and future of the community.







## **The Corporation Of The City of Sarnia**

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Front and back cover photos:  
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