

TOWN OF PETROLIA

STRATEGIC PLAN

2017 - 2022

A statement of strategic direction for the Town of Petrolia to fully support all residents and encourage growth, and meaningful engagement.

Adopted by Motion # C-8-5/23/2017



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Petrolia – You’ll be Surprised!

Over the past 150 years, our community has exhibited the kind of vitality and imagination that has created an exceptional lifestyle for our residents and wonderful experiences for our visitors.

We are focused on the health and wellness of our community supported by excellent health care and wellness facilities and services that are available to all.

Mayor and Council

It is the commitment of Council and staff to advocate on behalf of our residents; to identify opportunities and challenges; to develop strategic partnerships and to consider the needs of future generations, as well as the needs of those who currently live in our community. Municipal Government is most effective when clear goals are established, and when the community is engaged in the process.

Strategic planning articulates the shared vision of our community. Elements set out in this strategic plan are guidelines for reaching goals set by Council and staff through thorough consideration of our residents, business owners, stakeholders and community leaders. Careful and deliberate planning will prepare our community to exploit opportunities and to meet challenges. This will assist current Council and staff, and future Councils to deliver the services and amenities that have made Petrolia unique.



Front Row left to right: Councillor Mary-Pat Gleeson, Chief Administrative Officer Manny Baron, Mayor John McCharles, Councillor Liz Welsh
Back Row left to right: Councillor Tim Brown, Councillor Joel Field, Councillor Ross O’Hara, Councillor Grant Purdy



Town of Petrolia, Senior Administrative Staff left to right: Laurissa Ellsworth, Director of Marketing and Communications, Manny Baron Chief Administrative Officer/Clerk, Richard Poore, Director of Cultural Services, Mike Thompson, Director of Operations, Rick Charlebois, Director of Corporate Services/Treasurer, Dave Menzies, Director of Facilities and Community Services, Mandi Pearson, Deputy Clerk/Operations Clerk

Executive Summary

This strategic plan is a tool that will be consistently used to guide the community toward achieving its goals. Throughout 2016 and early in 2017, Council and senior staff worked through a facilitated process that included a S.W.O.T. Analysis, to define the community's **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats facing Petrolia.

The challenge facing small municipalities in Ontario is the need to provide a reasonable range and level of quality services while maintaining acceptable property tax rates. Many small municipalities are having a difficult time achieving economies of scale when it comes to service provision.

This strategic plan sets Petrolia on a path of a clearly defined vision, accompanied by values, goals and commitments to residents.

Our vision for the Town of Petrolia builds on our unique heritage, and an investment in our community that will ensure future prosperity.

Our strategic plan establishes four values that encompass several strategic directions that support the overall vision for the Town:

1. Community Service and Engagement
2. Economic Support and Development
3. Sustainability
4. Growth and Innovation



The Process

Strategic Highlights

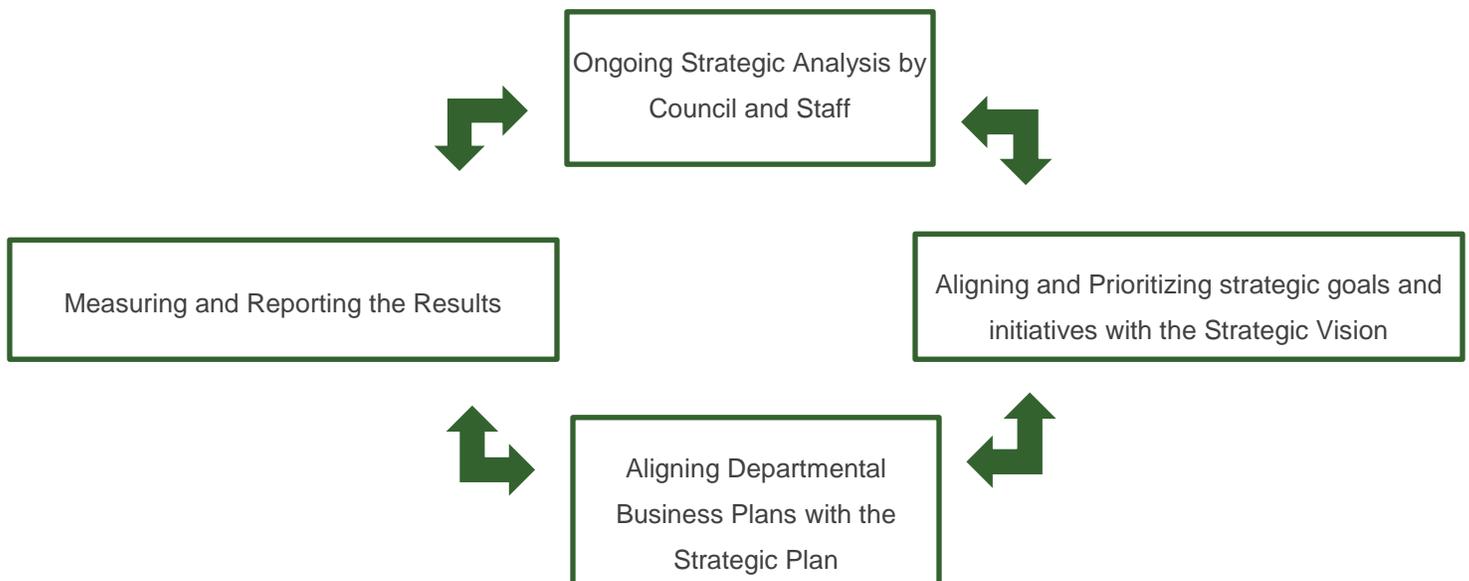
During Phase One, Council, and Senior Administrative staff met separately to identify strategic goals and directions for the Town including the completion of a S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) Analysis.

Following those meetings, Council and Senior staff met together to clearly outline directions. A public open house was held to provide residents with the opportunity to offer valuable input to the strategic plan.

Phase Two consists of the implementation of the strategic directions and objectives.



The Town's goal of continued strategic leadership requires the continuous and concurrent completion of all four steps set out in the diagram below. This means: continually refreshing the SWOT Analysis, generating options and making choices, persistently implementing decisions that support the visions, and reviewing the effectiveness of these decisions. Depending on the shifting priorities of Council and our ratepayers, the frequency of changes to the plan will vary. There must be a commitment to making a strategic decision every time.



Vision Statement and Goal Outline

Our Vision

To be a leader and a model for all Ontario municipalities through innovation, civility, and inclusivity; to foster growth, to encourage development and diversity; to continue to create an outstanding quality of life for our residents through progressive and sustainable governance.

Our Goals

For our residents, we will:

- ✓ be leaders in our community
- ✓ be a leading municipality in Ontario
- ✓ be outstanding
- ✓ set an example of constructive planning
- ✓ be creative
- ✓ be innovative
- ✓ be honest and accountable
- ✓ be transparent
- ✓ deliver the best value possible to our residents
- ✓ maintain fiscal responsibility
- ✓ effectively use and develop community resources
- ✓ welcome participation from residents



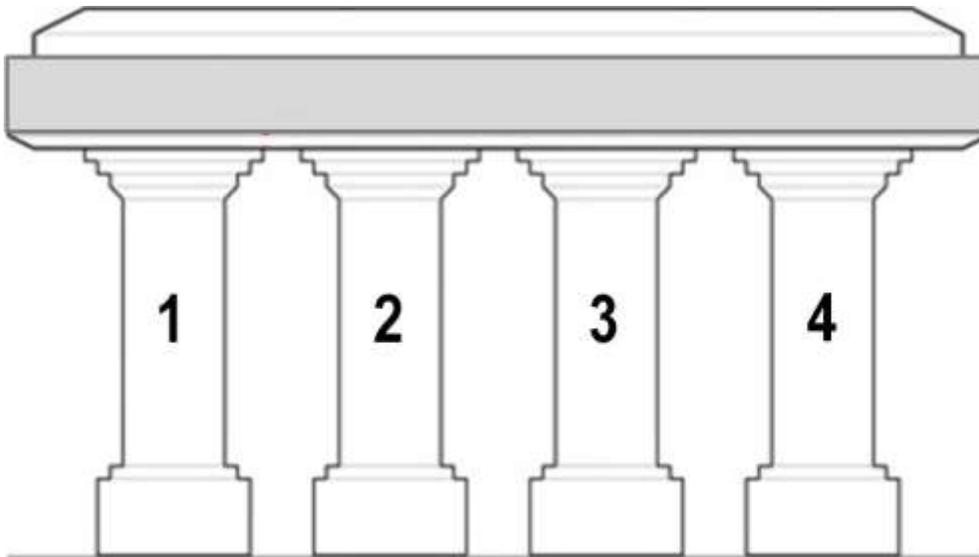
OUR MISSION

To provide exceptional leadership and to sustain the quality of life in Petrolia through fiscal responsibility and community engagement.

Our Values

- ✓ Meaningful Partnerships
- ✓ Promotion of Diversity
- ✓ A Safe Community
- ✓ Excellent Quality of Life
- ✓ Participation in Active Communication
- ✓ Foster Growth and Development
- ✓ Celebration of our Heritage
- ✓ Financial Viability and Responsibility
- ✓ Civility
- ✓ Inclusivity
- ✓ A Healthy Community

The values listed define the four pillars of the strategic plan for the Town of Petrolia. Through the strategic planning sessions, the four pillars were viewed as the legs of a table; if one is missing the table is not well supported. All pillars need to be present for success.



1. Community Service and Engagement
2. Economic Support and Development
3. Sustainability
4. Growth and Innovation

Our Values

Community Service and Engagement

- ✓ Comprehensive range of health care services and hospital facilities
- ✓ Family oriented, full service community
- ✓ Increased participation of residents from all age groups in physical, recreational and leisure activities
- ✓ Encourage and support partnerships with volunteers and organizations
- ✓ Communication Strategy
- ✓ Citizen Engagement
- ✓ Service Excellence, providing citizens with prompt, supportive assistance
- ✓ Fostering a positive and courteous environment
- ✓ Results Focused

Economic Support and Development

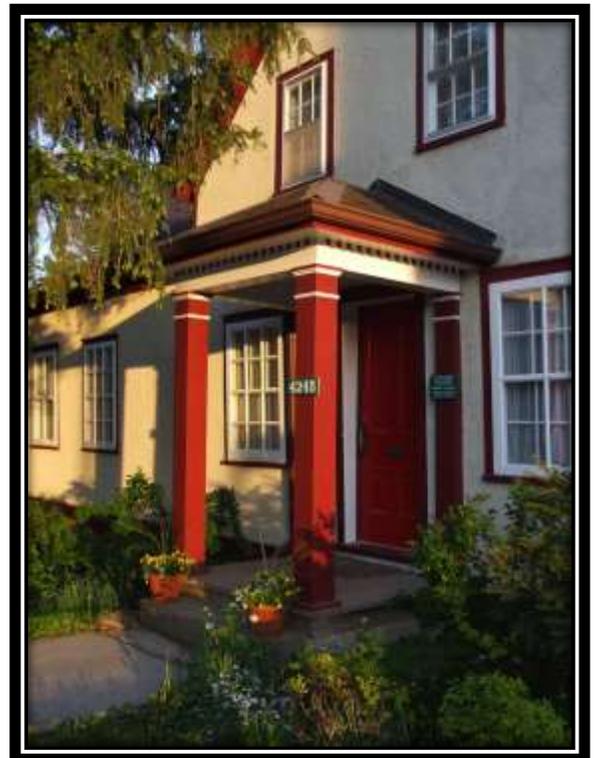
- ✓ Financial viability
- ✓ Partnerships with senior levels of government
- ✓ Business Retention and Expansion
- ✓ Tourism, Heritage, Culture and Recreation
- ✓ Community Events
- ✓ Identifying and Developing Strategic Partnerships

Sustainability

- ✓ Sound infrastructure
- ✓ Environmentally friendly promotion of “Green” industry
- ✓ Effective land use policies
- ✓ Preservation and promotion of heritage and culture

Growth and Innovation

- ✓ Benchmarking and Best Practices
- ✓ Professional Development



Our Strengths and Challenges

Celebrating our Strengths

For over 150 years, Petrolia has been a progressive and fiercely independent community that has not only proven a strong focus on preserving and celebrating our heritage, but has always had a focus on growth and innovation. Petrolia is proud to feature the amenities of a larger urban center while maintaining the atmosphere of a small town.

Petrolia is a safe place to live, and has deep-seated community roots that carry the Town to the forefront of successful small towns in Ontario. The Town's ongoing focus on the health and wellness of the community, and on providing recreational activities maintains and builds strong relationships with Council and residents.

The Council and staff of the Town of Petrolia are committed to continue engaging the public in the decision-making process and maintaining current practices of openness, accountability and transparency.

Meeting Challenges

Many small towns in Ontario are facing similar challenges:

- ✓ Aging infrastructure
- ✓ Changing demographics
- ✓ Maintaining a full-service community
- ✓ Retaining and maintaining intellectual capital (e.g. skilled staff resources)
- ✓ Creating a green community

Petrolia will continue to meet these challenges by:

- ✓ Aggressively access provincial and federal infrastructure funding
- ✓ Creating meaningful partnerships
- ✓ Vigorous promotion
- ✓ Careful financial accountability within each department
- ✓ Offering training and educational opportunities for staff
- ✓ Developing a green community plan

