Executive Summary
Sherbrooke
STRATEGIC PLAN
2007
2010

Now, more than ever, a commitment to success!
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A commitment to success
Message from the Mayor

On behalf of Sherbrooke’s municipal council, I have the pleasure of introducing our 2007-2010 strategic plan, the result of a collective effort to give the city a dynamic and specific development tool.

In 2005, in cooperation with the community, we set a goal to become “the most vibrant regional development hub in Quebec” within 10 years by focusing on our immense strengths and our development potential: the university nature of the city, the potential for diversification of our economy, the welcoming nature of our living environment, our unique natural environment, and our desire to support social development and become more open to the world.

In 2006, the City of Sherbrooke launched the second stage in the process of achieving the 2015 goal, the creation of its 2007-2010 strategic plan. The product of an extensive staff and partner consultation, a citizen survey and an exercise identifying major, high-performance cities, the plan clearly sets out the objectives to be attained to turn this vision into reality through priorities for action over the next four years.

The first objective of this exercise is to develop a plan that will guide us towards common goals, taking into account the social, economic and environmental issues we face. A dynamic tool, it will be reviewed annually to ensure its ongoing pertinence to our needs and to the priorities of our community.

In conclusion, I extend my thanks to everyone – employees, partners and citizens – who contributed to the development of this plan. And I assure you that we, as council members and City employees, will do everything in our power to transform this vision into reality!

Jean Perrault
Mayor
Message
From the Director General

I am proud to present you with our 2007-2010 strategic plan, which includes contributions from the majority of City employees. A vital tool for the development of our city, this plan clearly establishes the municipal council’s priorities for action and proposes an ambitious, inspiring and rallying vision.

Thanks to our strategic plan, we will be well placed to continue improving the vitality of our city and fostering a living environment that reflects the quality of our community and contributes to the well-being of all residents.

Four leading principles will guide the efforts of our staff:
• Building on the expertise of our employees and providing the maximum benefit to our residents
• Better informing both citizens and employees of our projects, their issues and their results
• Optimizing our ways of doing things to improve our performance
• Evaluating our projects and our endeavours on the basis of sustainable development issues.

Many challenges lie ahead but I know that all our employees will be of assistance in achieving our objectives. Our motivation to succeed is even greater since the majority of us are Sherbrooke residents.

As director general, I promise to make our strategic plan a forceful tool and to inform you of the results annually. You have my cooperation and the support of all staff in this collective effort.

Sylvie Lapointe
Director General
INTRODUCTION

The successful completion of the City of Sherbrooke’s strategic plan is the result of the municipal council’s desire to provide the new city with a unique development vision and an integrated action framework. Through this planning process, the City wishes to:

- better understand what distinguishes the City of Sherbrooke and identify the most promising targets for growth
- encourage municipal administrators and the City’s partners to adopt an inspiring development vision
- determine priority action and projects for the next four years
- establish the organizational framework and guiding principles that will help us achieve our goals.

As a regional pole facing foreseeable changes due to the demographic composition of the province and new economic realities around the world, the City of Sherbrooke, in 2005, equipped itself with a development vision and initiatives. Over a 10-year timeframe, these strategic tools will allow the City to build on its distinctive strengths and thus position itself strategically ahead of the competition, providing residents with a high quality of life.

Sidebar:
The City’s 2015 development vision:

**Sherbrooke,**

A city that, beyond its role as a regional service centre, wishes to become the most dynamic regional development hub in Quebec.
The vision will be achieved by building on five strategic initiatives:

**INITIATIVE 1: SHERBROOKE, A DIVERSIFIED ECONOMY**

- Rooted in the manufacturing and public service sectors and building on tourism and agricultural opportunities
- Making the most of the niches of excellence in our universities and research centres, and benefiting from our position as a distinctive technological pole
- Building on our expertise and a dynamic entrepreneurial spirit that ensures local control of businesses and a new generation of workers
- Backed by a high graduation rate and adapted professional training

**INITIATIVE 2: SHERBROOKE, A GREAT PLACE TO LIVE**

- With a dynamic, attractive downtown
- Featuring unique secondary urban cores that are protected and developed
- With services and infrastructure that promote personal growth and family well-being in each neighbourhood and borough
- With a lively cultural scene
- And with urban spaces and rural landscapes that are protected and developed
INITIATIVE 3: SHERBROOKE, A UNIQUE NATURAL ENVIRONMENT

• Better protected from the stresses of urbanization and which respects the characteristics of its natural milieu
• Developed and promoted, for the benefit of the community and for tourist activities
• Benefiting from the improvements that come with sustainable development, particularly regarding our bodies of water

INITIATIVE 4: SHERBROOKE, A UNIVERSITY MILIEU

• Supporting the development of all our teaching institutions
• Working in close, constant partnership with our educational institutions
• Building on our excellence in university research
• Reinforcing our university appeal
• Offering an attractive setting and level of services for students

INITIATIVE 5: SHERBROOKE, A SOCIALLY CONSCIOUS, COSMOPOLITAN CITY

• Promoting the well-being of individuals and families
• Strengthening our partnerships with civil society and community organizations
• Attracting students, professors, researchers and entrepreneurs from here and abroad
• Welcoming, integrating and creating an atmosphere where immigrants wish to stay
• Ensuring respect for all races

The 2007-2010 strategic plan is the first step toward achieving our vision for 2015 and is the result of an exceptionally participatory process. A number of consultation activities guided our decisions: discussion groups and an employee survey, a consultation with partners, and a citizen survey. With this information, municipal council then identified major development objectives for the next four years. The City’s management team subsequently examined the action and projects required to achieve these goals. The results of the strategic planning exercise, our guiding principles and the action plan are summarized in the following pages.
Guiding principles

Achieving our vision depends on four guiding principles that will act as a backdrop for each of the development initiatives. The guiding principles are linked to approaches that determine the required activities.
Sherbrooke,
a diversified economy
a great place to live
a unique natural environment
a university milieu
a socially conscious, cosmopolitan city

Human
potential

Communication

Internal
optimization

Sustainable
development

Our commitment:
Each of the 2007-2010 initiatives will be pursued with constant concern for the development of human potential, communications with our clients, internal optimization and sustainable development.

First
guiding
principle

The main strength of a municipality is its human potential. Stimulating this potential and developing it to the fullest depends on:

• creating a learning environment
• ensuring a new generation that is qualified and available when needed
• developing a sense of organizational belonging.

We are committed to promoting the extraordinary expertise of our employees so that residents benefit to the fullest in terms of the nature, quality and effectiveness of services.
Second guiding principle

The City of Sherbrooke is an organization that values communication both internally and with residents and partners. Developing a culture of communication involves:

• a willingness to encourage joint action and networking through discussion and sharing
• openness to new ideas and challenges
• structured communication activities.

We are committed to better informing our employees, citizens and partners and to communicating with them more effectively. They will be closely involved in our decisions.
Third guiding principle

The City of Sherbrooke will work constantly to improve performance, offer better services according to available finances, limit the tax burden and protect and maximize all resources. Organizational performance involves:

- the ongoing adjustment of the organization to changes in its environment and to the changing needs and expectations of citizens and clients
- a balance between citizens’ ability to pay and investment in quality-of-life and wealth-generating improvements
- an ongoing evaluation of results and search for approaches and tools to improve performance.

We are committed to implementing best practices so that services are provided with the greatest efficiency.

Fourth guiding principle

Sustainable development takes environmental, social, demographic, cultural, recreational and economic aspects into account, responds to the needs of today's residents and respects the rights of tomorrow’s citizens. A sustainable municipality:

- empowers itself with an integrated vision of development, and aspires to balance its social, economic and environmental endeavours
- constantly searches for methods and approaches that improve quality of life and ensure the longevity of resources
- develops its economy based on the creation of sustainable, quality jobs
- ensures a sustainable social framework thanks to equitable access to services and infrastructure, and a constant concern for the needs of the population.

We are committed to making sure that each of the decisions and endeavours required to reach our goals meets the greatest possible number of sustainable development factors.
ACTION PLAN

The following pages outline the major thrusts of the action plan based on the development initiatives related to our vision.
This initiative is closely tied to the Sherbrooke Summit planned for 2007.

The aim of this exercise is to design an economic and employment development plan that will mobilize the various socio-economic actors in the community to create a partnership environment conducive to local development. The Sherbrooke Summit will inform the public of the projects retained and the strategies selected to achieve them.
INITIATIVE
Sherbrooke, a great place to live

COMPONENT
Increasing a sense of belonging to our city

Strategic objective
To harmonize services and ensure ease of access across the city

Measures
• Inform citizens of our services
• Re-evaluate the services offered based on our qualifications and citizen needs
• Structure communications regarding services according to the corporate strategy and the specific needs of the department
ACTION PLAN

Strategic objective
Ensure the vibrant, balanced development of the territory

Measures
• Encourage and support the organization of public events
• Promote interaction among borough residents and participation in the life of their neighbourhood
• Ensure planning that takes socio-economic characteristics and demographic realities into account
• Continue the development and consolidation of the downtown sector
• Strengthen commercial vitality in city neighbourhoods

Strategic objective
Develop tourist attractions and cultural life

Measures
• Create a context encouraging the participation of citizens in cultural activities
• Develop the appeal of Cité des rivières
• Complete our network of cultural facilities

Strategic objective
Encourage residents to be actively involved in physical activity and sports

Measures
• Encourage citizens to adopt a way of life that includes daily physical activity and sports
• Support sports organizations and excellence in sport
• Prepare master plans for parks, sports and recreational equipment
COMPONENT
Improving safety

Strategic objective
Optimize public security services

Measures
• Optimize staff management
• Promote closer relationships with youth and seniors
• Comply with obligations of the risk coverage plan

Strategic objective
Ensure the city has a well-prepared civil protection organization

Measure
• Equip the city with a strategy relating to risks (such as a pandemic)
ACTION PLAN

Strategic objective
Improve citizen safety
(and the sense of security)

Measure
• Foster the secure movement of people

COMPONENT
Improve road infrastructure

Strategic objective
Improve the road network

Measures
• Increase investments
• Improve the quality of road infrastructure management
INITIATIVE
Sherbrooke, a unique natural environment

COMPONENT
Preserve and enhance our natural wealth

Strategic objectives
Manage water in a global, integrated way
Protect green spaces and wooded areas (including the urban forest)

Measures
• Improve water management infrastructure
  - waste water
  - drinking water
• Ensure the monitoring of water quality, lakes and rivers
• Promote awareness and encourage positive attitudes and behaviour among residents
• Protect and value our waterways
• Protect wetlands
• Develop and adopt an ecological approach to managing land and parks
ACTION PLAN

COMPONENT
Expand re-use, recycling and composting efforts

Strategic objective
Manage waste responsibly

Measures
• Develop a regional vision of waste management
• Accelerate preparation and implementation of the waste management plan

COMPONENT
Emphasize alternative means of transportation

Strategic objective
Increase use of public transit

Measures
• Encourage the use of public transit
• Promote car pooling
• Study options to purchase electric, hybrid and alternative-fuel buses

Strategic objective
Increase the use of bicycles and walking

Measure
• Develop an urban bike and pedestrian network of trails
INITIATIVE
Sherbrooke, a university mileu

COMPONENT
Attract students and create an atmosphere that will encourage them to stay

Strategic objectives
Help involve and integrate students into the community
Offer graduates a living environment and jobs that encourage them to live here beyond their studies

Measures
• Emphasize communication efforts and services offered
• Offer jobs (with the City)
• Encourage volunteering
• Bring employment and business needs together
  - Available labour
  - Business and organizational needs

Note 1: Focus on the role of our student residents who go to work elsewhere
Note 2: Retention is the major challenge according to the City-Student Committee
**ACTIONS PLAN**

**COMPONENT**
Improve public transit for students

**Strategic objective**
Increase the number of students using public transit

**Measure**
- Promote the positive impacts of student use of public transit in teaching institutions

**COMPONENT**
Develop a collegial atmosphere

**Strategic objective**
Make the City attractive to students

**Measures**
- Continue to publicize all the community has to offer
- Decentralize student accommodations to integrate students into the community
- Cooperate to make student sectors more attractive
INITIATIVE
Sherbrooke, a socially conscious, cosmopolitan city

COMPONENT
Support social and community groups

Strategic objective
Strengthen partnerships

Measures
• Recognize partner organizations
• Foster the sharing of resources and expertise
• Stimulate and support joint endeavours between organizations

COMPONENT
Better integrate and encourage greater participation of cultural communities

Strategic objective
Increase the representation of cultural communities within the municipal structure

Measures
• Ensure contact and communication with cultural communities (recruitment)
• Support municipal departments and municipal-related bodies in the ethno-cultural diversification of the work force (retention)
ACTION PLAN

**Strategic objective**
Facilitate the reception of those who have immigrated here

**Measures**
- Welcome immigrant newcomers
- Provide facilities for services for cultural communities
- Stimulate and support joint endeavours between organizations
- Encourage the civic participation of the immigrant population in political and cooperative committees

**Strategic objective**
Promote integration and access to employment

**Measures**
- Increase awareness in the population and among employers
- Stimulate entrepreneurship within the immigrant population
- Promote the recognition of skills and diplomas

**COMPONENT**
**Broaden the social inclusion of underprivileged people**

**Strategic objective**
Contribute to food security for citizens

**Measure**
- Support organizations

**Strategic objective**
Promote access to quality housing

**Measures**
- Support organizations that create social housing (OMH, cooperatives), in harmony with the surroundings
- Maintain and develop affordable housing

**Strategic objective**
Promote access to our services and infrastructure

**Measure**
- Plan municipal activities, taking their accessibility (cost and location) into account
A commitment to success

As a municipal administration, we are committed to ensuring the follow-up and support required for this plan to succeed. Our measures will ensure the accountability of everyone involved, determine the extent to which objectives have been met, and support the decision-making process when strategies, activities or resources must be adjusted. They will also play a key role in maintaining the organization’s resolve to achieve our goals and in mobilizing internal and external stakeholders.

Follow-up and support for the strategic plan will take place at two levels:
- Outreach and information for employees, citizens, partners and the population, through information and communication strategies to ensure results are known.
- Monitoring, follow-up and adjustments through a trend chart based on the strategic plan’s objectives and through evaluation mechanisms.

Our strategic plan is, more than ever, a commitment to success. Together, we will create the synergy to achieve our goals.