



2017- 2020 Corporate Strategic Plan

2017 Report Card



Mission, Values & Vision

MISSION

Strength through
collaborative
leadership

VALUES

1. Honesty
2. Continuous Improvement
3. Collaborative
4. Communicative
5. Integrity & Accountability
6. Innovation
7. Sustainability

VISION

Sarnia, the place
you want to be!



Our 4 Strategic Priorities

#1
Economic
Innovation

#2
High Quality
of Life &
Caring for all
Citizens

#3
Responsible
Financial
Management

#4
Corporate
Excellence &
Leadership

Corporate Strategic Plan – 2017 Annual Report Card

Over the period of 2015 to 2017, Sarnia City Council created the 2017-2020 Corporate Strategic Plan, which was approved on March 20, 2017. The Strategic Plan became the overarching direction for the City. It serves as a compass and sets the focus and goals of Council and Staff for the next three years. This report card is a complementary document to the Corporate Strategic Plan. It showcases the progress that has been made along the path of achieving our goals. This report lists priority actions that align with the City of Sarnia's vision, mission, and values and are organized under the City's four strategic priorities:

1. **Economic Innovation** – *Support Revitalization and Growth*
2. **High Quality of Life & Caring for All Citizens** – *Be a safe, healthy and accessible community*
3. **Responsible Financial Management** – *Align City services and capital investment with citizen expectations and ability to pay*
4. **Corporate Excellence & Leadership** – *Focus on open and transparent government; develop employees and deliver service excellence*

These strategic priorities along with the priority actions define the work accomplished in 2017. Progressing the City strategically helps create optimism about the future. Pride of place grows as we come closer to achieving Council's vision for the City:

Sarnia: The Place You Want To Be!

Over and over again, Council, community and staff have exercised the City's mission in carrying out the strategies in the plan:

Strength Through Collaborative Leadership

A leading example is Council's decision to rejoin the Association of Municipalities of Ontario in 2016 after a 24-year absence, re-opening dialogue and benefitting from shared experiences with the rest of Ontario. Throughout this report card, we see how the City collaborates with other governments, community partners and agencies, the public, contractors and service providers as well as our *One Team* staff to deliver on the strategies of our plan.



Strategic Priority #1 Economic Innovation

Support Revitalization and growth

Many members of the public feel that economic development and economic innovation is the most important priority for the City of Sarnia. That is why specific focus has been placed on this priority. Over the past year, significant strides in this area have been made by investing in infrastructure projects, making it easier to start and operate a business in the City and increasing efficiencies in our business practices. More is being done to help market the City to prospective businesses and new residents and to get on board with new technology.



**new carriage house at
Canatara Park**



**50% increase
to Bright's Grove
lagoon rated capacity**



**Smart21 Community
globally for 3rd year in a row**



**\$37 million
Capital Budget**



Business starts here

**new online service to
help businesses start-up**



**created Sarnia videos
Live, Work & Play**



**\$1.2 million
Donohue Bridge
understructure repairs**



**\$107.7 million
total construction value
of permits issued**



**tennis court
revitalization at
Linden Park**

Invest in infrastructure needed to revitalize the City and support growth

Road Repair/Reconstruction and Sewer/Watermain Projects Completed:

- Talfourd and sidestreets reconstruction and sewer separation
- Waterworks Road Phase 2 rehabilitation – recycling of existing pavement, shifting road to the east, new paved shoulders and hot mix asphalt paving
- London Road Gatevalve – isolation and installation of large diameter water valve in a core commercial area of London Road to assist with mitigating the effects of shutdowns on commercial business
- Jamieson Lane Watermain replacement
- Donohue Bridge understructure repairs to girders completed; project on track to be completed in 2018
- Completion of Centennial Park brownfields remediation and park restoration (*pictured right*)
- Bright's Grove Lagoon upgrades began in May 2016 and were completed in January 2017; new lagoons operational in July 2017
- Bedford Pumping Station – AECOM contracted to prepare drawings and tenders separated into multiple phases
- Waterworks Pumping Station – initial reviews completed; a pumping station at the corner of Lakeshore Road and Waterworks Road will be installed to alleviate the amount of effluent going to the Green Street Station
- Rapids Parkway Forcemain – in progress to complete the Environmental Assessment and Environmental Compliance Approval; to alleviate the flows for Murphy Road Pump Station, the flows from the pump station located near St. Anne's School will be re-routed to a future Rapids Parkway right-of-way

Road reconstruction projects are a complete rebuild of underground services, curb and gutter, sidewalks, catch basins and storm sewers as well as new pavement. Sewer and watermain projects replace select underground services and involve new pavement to an existing road.



Parks, Trails and Facilities Improvements:

- Heating and cooling upgrades at Strangway Centre
- Lambton College Point Lands Project; new walkway installed (*pictured right*)
- Tennis Court Revitalization at Linden Park
- Architectural drawings developed at Errol Russel Park for new baseball bleachers, washrooms and field house
- Cricket Club Fencing Upgrades
- Sarnia Arena Revitalization Project underway
- New picnic shelter roofs at Canatara Park, Mike Weir Park and Wildwood Park
- Baseball field development at Coronation Park
- Wind sail shelter and cement pad installed at McGibbon Park, sponsored by Golden K Kiwanis Club
- Heater and lighting updated at Tecumseh Pool
- Under the Seaway Kiwanis Campus Agreement, completed the Carriage House reconstruction project, accessible upgrades to the Ted Leaver Building ramp, new entrance gardens and pathway improvements



Shoreline Protection Improvements:

- Helen to Kenwick Phase 1 in partnership with the St. Clair Region Conservation Authority

Create a business-friendly environment

BizPaL:

- Registered with [BizPal](#), an innovative online service that provides entrepreneurs with a one-stop site for accessing information 24/7 on federal, provincial and local permits and regulations associated with starting a business.



Shoreline improvements involve the installation of armour stone groyne, stone stairs and 40 linear metres of armour stone revetment along the shore of Lake Huron

Benefits of BizPaL:

- *It's free to use*
- *It saves time*
- *It's available 24/7*

Improved service offerings for businesses:

- Introduced credit card payments
- Added [online payment options](#) such as tax certificates and business licenses
- Participated in Customer Service Week and delivered staff training
- Planning & Building Department efficiencies such as improved counter services, better tracking, pre-application meetings and more stream-lined development review with faster turn-around times

Promotion of City through marketing initiatives:

- [LIVE, WORK, PLAY](#) videos
- New [Harbour Video](#) profiling commercial attributes of the Sarnia Harbour
- Advertisement of the Sarnia Harbour in the Great Lakes Seaway Review
- Welcome sign at the Blue Water Bridge
- Advertised in Tourism Sarnia-Lambton brochure and map

Collaborate with stakeholder networks to attract and retain new business, industry and institutional services

Intelligent Communities Sarnia-Lambton Participant:

- Participate in the [Sarnia Lambton Intelligent Community](#) team, which consists of members from education, public and private sectors collaborating to build a smarter and more connected community
- Supported the Sarnia-Lambton application to become a Top 7 Intelligent Community; recognized globally as a Smart21 community for 3 years in a row. Partners include the County of Lambton, Sarnia Lambton Economic Partnership, Bluewater Power, Lambton College and Western Sarnia-Lambton Research Park.



Additional Collaborations:

- Became a member of [South Western Integrated Fibre Technology \(SWIFT\) network](#) - project to facilitate broadband connectivity in rural areas
- Partnered with Bluewater Regional Networks to upgrade [City broadband connectivity](#) including employing public safety network coverage using 4.9ghz spectrum
- Supported Bell through creative process to enable fibre to homes in Sarnia
- Participated in development of the Sarnia-Lambton Economic Partnership (SLEP) Strategic Plan

Collaborate with stakeholders to encourage land and infrastructure development

- Collaborated with the County, SLEP, the Sarnia Lambton Industrial Alliance, St. Clair Township and Bluewater Power to make a submission to the Transport Canada National Trade Corridors Fund for the Over-Sized Load Corridor Project
- Sale of the [Sarnia General Hospital Site](#) to the GFive Group; site currently being remediated and demolished for redevelopment
- Established the Mitton Village Community Development Advisory Committee
- Resolved the Tricar Brownsfields claim
- Through Ontario Municipal Board mediations, resolved the Sifton Official Plan amendment and Zoning By-Law amendment for the land development proposal on Modeland at Michigan; plan of subdivision to be resolved in 2018
- Bayside Mall new ownership and re-assignment of land lease to Seasons Retirement Communities
- Land development building freeze lifted in Bright's Grove with commissioning of new sewage lagoons



Photo credit: GFive Inc. and Leann Cotton Photography

Permits issued for Major Building Projects:

- Great Lakes Secondary School Addition/Renovation \$21,733,500
- Lambton College Centre for Excellence Project \$9,100,000
- Tepperman's Retail Store \$4,400,000

Permit applications for new construction are processed by City staff prior to the work proceeding. The estimated value of construction is shown next to the project description.

Major Planning Applications:

- Rezoning, Official Plan amendment, and Draft Plan of subdivision at 656 Lakeshore Road (Kinsmen Centre) to create 5 residential building lots – pending OMB appeal
- Rezoning, Official Plan Amendment and Site Plan Development Control Agreement for the redevelopment of 481-503 London Road (London Road Diagnostic Clinic and Medical Centre)
- Rezoning and Official Plan Amendment for Bright's Grove Golf Club redevelopment to an executive golf course community with 60 detached dwellings and 17 townhouses, with onsite amenities and re-alignment of a 9-hole (Par 3) golf course

- Rezoning to permit seven self-contained transitional residences for youth, at 811 London Road, the former ABC Daycare
- Rezoning and Official Plan Amendment of 1326 London Road to convert a furniture store to a Craft Brewery, including a brewing area, accessory storage, restaurant/tap room and retail use
- Official Plan amendment and rezoning amendment at 321 Devine Street (Former Devine Street Public School Site) for redevelopment to Memory Care Facility with 126 beds; independent and Assisted Living Residence with 134 suites; and medical, recreational, entertainment, and other personal services to support the residents of the facility *(pictured below)*

In many cases prior to development proceeding, a change in land use permission must occur. This is done by planning application which involves a public process and final determination by Council or Committee of Adjustment, and in some cases, the Ontario Municipal Board (OMB).



Strategic Priority #2

High Quality of Life & Caring for All Citizens

Be a safe, healthy and accessible community

Continuing to grow as a caring and safe community strengthens each neighborhood and improves the quality of life for all citizens. Steps have been taken to make the City of Sarnia a more livable Age-Friendly City that supports healthy living across every age and stage of life. We continue to improve our cultural and recreational places, spaces and programs and move towards becoming a greener community.



800 trees
planted on public lands



municipal award
received by City for
accessibility achievements



45,000 attendees
at Canada Day celebration



dog park
pilot project at
Germain Park



5 solar
powered bus shelters
installed



presented 8 local
businesses with
accessibility awards



12 new
Sarnia Transit buses



presented 6 local
businesses with
go green awards



50 marriage
ceremonies performed

Promote safe and affordable housing initiatives

- Completed 2 of 3 planned zoning amendments to make affordable housing more accessible in the City
- Approved a general housekeeping amendment to the Zoning By-law to allow a Secondary Dwelling Unit like an apartment in single family homes
- Waived fees for a planning application submitted by Habitat for Humanity for 348 East Street North

Improve quality of life assets and amenities

- Completed the Age Friendly Action Plan and started 8 committees that include 76 volunteers and represents 27 local agencies focusing on housing, respect and social inclusion, transportation, communication and information, community and health services, civic participation and employment and outdoor spaces and buildings
- Authorized the use of downtown street poles for the installation of Veterans banners, an initiative driven by Bill and Laurie Chafe of the Royal Canadian Legion Sarnia, Branch 62
- Completed Library Services Review; to be implemented with the County of Lambton in 2018 and going forward
- Renewal of lease for the Mall Road Library Branch for 3 years



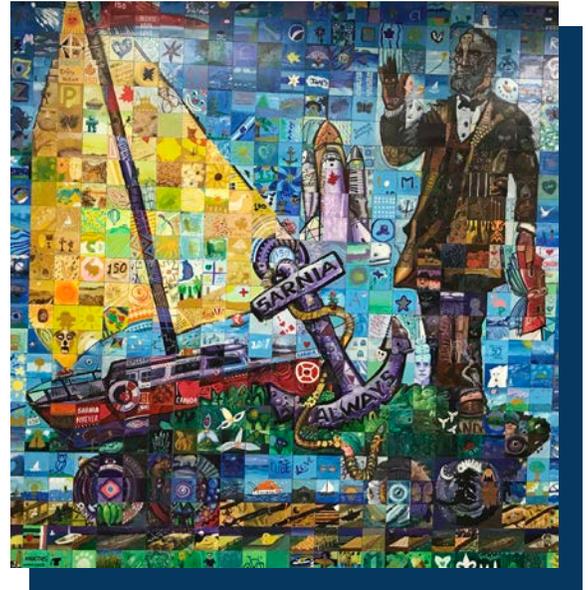
Environmental Initiatives:

- Awarded the 2017 Go Green Awards organized by the Sarnia Environmental Advisory Committee
- Completed public education on encroachments and inspections on the Howard Watson Nature Trail
- Parks and Recreation Department planted 800 trees in 2017 on City lands
- Phragmites Control along the Howard Watson Nature Trail, Canatara Park and Sarnia Bay
- Sarnia received a 100% Inspection Summary Rating Record for our Drinking Water Distribution System from the Ministry of Environment and Climate Change (MOECC) for the reporting period June 1, 2016 to May 31, 2017
- Initiated a lead reduction program according to MOECC requirements to take measures to reduce lead in the drinking water distribution system in collaboration with the Lambton Area Water Supply System (LAWSS)

Parks & Recreation Planning and Improvements:

- Council approval and implementation of Festival & Events Policies and Procedures

- Completed consultation and planning process for Parks and Recreation Master Plan terms of reference
- Created and operated a Dog Park Pilot Project in Germain Park in partnership with the Sarnia Off Leash Dog Park Committee
- Improved security with cameras installed at Canatara Beach through a donation from UNIFOR Local 848, and Centennial Park/Suncor Agora through a donation from Bluewater Rotary
- Supported several community projects:
 - Tree Planting Program with Arbor Day Committee and Union Gas
 - Vimy Ridge Project at Veterans Park
 - Native Garden Project at Canatara Park
 - New Adult Exercise Equipment installed at Canatara Park
 - Lambton College 50th Anniversary Tree Planting and public art installation in Point Lands
 - Canada 150 Mosaic consisting of over 400 hand painted tiles by members of the community depicting 150 years of Sarnia and Canada (pictured right)
- Accepted Sarnia Sting proposal for the installation of a new centre hung LED Scoreboard and LED fascia signage banner at Progressive Auto Sales Arena



Improved Transit Services:

- With Federal Government funding, purchased 8 new conventional buses and 4 Care-A-Van buses
- Implemented Google Transit Live Feed for public to access information on real time arrival of the next bus
- CAD/AVL (Computer Aided Dispatch/Automated Vehicle Location) Technology implemented on all conventional buses, which provides the automated stop announcements and the vehicle location for the live transit feeds
- Installed 115 concrete pads at bus stops and five solar-powered shelters



New community sponsored amenities at Centennial Park include:

- Suncor Agora (pictured below)
- Rotary Playground & Healing Garden (pictured right)
- Shell solar-powered Pedestrian Cross-Over and Bus Shelter (pictured on page 12)
- New signage by Communities in Bloom (pictured below)
- Planter project with St. Patrick's School



Supported Several Festivals and Community Based Events:

- ❖ Canada 150 Celebrations
- ❖ Centennial Park Re-Opening Event
- ❖ Ontario Chamber of Commerce – Annual General Meeting
- ❖ Artwalk
- ❖ Kids Funfest
- ❖ Hobbyfest
- ❖ Greekfest
- ❖ Celebration of Lights
- ❖ Emergency Preparedness Day
- ❖ Sarnia Home Show
- ❖ Ribfest
- ❖ Lambton College Anniversary Pow Wow

Average of 85 Event and Festival Applications completed annually

Continue on the path to accessibility

- Staff and volunteers trained on the revised Accessibility Customer Service Standard and Ontario Human Rights
- Installed 75 curb ramps on sidewalks throughout the City
- Received Municipal Accessibility Award by the Ontario Municipal Social Services Association
- Launched pilot of Charge n' Go program by adding free charging stations throughout Sarnia for accessible mobility devices
- Awarded 7 individuals and businesses Accessibility Awards for offering the community accessible and inclusive businesses
- Hired 11 Community Living summer students
- All Sarnia Transit buses are now fully accessible
- Added 90 accessible bus stops throughout the City of Sarnia
- Installed accessible washrooms and power doors at Clearwater and Sarnia Arenas
- Added another row of accessible seating at Sarnia Arena
- Accessibility upgrades at Canatara Beach spearheaded by the Sarnia Accessibility Advisory Committee (SAAC) include accessible parking, new beach matting and a second beach wheel chair donated by Lilith Boutique
- Replaced power doors at City Hall & Strangway Centre
- Added accessible customer service counters in Clerk's, Human Resources, Parks & Recreation, Engineering and Planning & Building in City Hall

Continue to build our relationship with Aamjiwnaang First Nation (AFN)

- Established the UNDRIP Working Group:
 - Mandate to develop a plan to implement the United Nations Declaration on the Rights of Indigenous People (UNDRIP) within the City of Sarnia
 - All three First Nations in Lambton County have official representation on the UNDRIP Working Group
- In collaboration with AFN and other community partners, supported the development of the [Clean Air Sarnia Area \(CASA\)](#) website, which displays near real-time air monitoring information
- Participated in the cultural learning experience by Visions of Harmony Committee at the Maawn Doosh Gumig Community Centre
- Council resolution adopted to include the AFN in the City budget process starting in 2018



Strategic Priority #3

Responsible Financial Management

Align City services and capital investment with citizen expectation and ability to pay

Aligning municipal budgets with the expectations, interests and needs of citizens today and tomorrow is an important aspect of the third strategic priority. In 2017, the City continued to make progress in this area by benchmarking where Sarnia sits in comparison to other municipalities in Ontario, reviewing operations, managing assets and exploring alternative revenue streams.



\$15 million
in senior government
funding



81% increase
to the capital projects
budget over 2016



\$290,000
in sponsorships



upgrades
to the Sarnia Library
main branch



2nd highest
construction permit
value in 30 years



\$3.8 million
of external debt paid off



budget surplus of
\$1,043,553



156 applications
for planning completed



\$5.35 million
for demo & remediation
of Sarnia General Hospital

Maintain reasonable tax rates

- Conducted a review of the Transit Service; retained use of special service area levy
- Water rate structure update was requested by Council and after review, the rate structure remained unchanged
- Annual review of fees for service at Budget time
- Operating cost avoidance initiatives such as:
 - Employee benefits cost control
 - Post-retirement benefit cap
 - General wage increase cap at 1.5%
 - Energy efficiency projects savings of \$125,000
 - Energy savings at Water Pollution Control Centre (WPCC) through the Industrial Conservation Initiative (ICI) of \$122,268
- Achieved \$120,000 in savings by using open source software and commodity based hardware in IT

Aggressively manage our assets

- City-owned property review and recommendation for surplus properties: recommended two properties for sale and continue to review additional properties
- Invested \$5,350,000 towards remediation and demolition of Sarnia General Hospital Site by agreement with GFive Group
- Fund capital projects through various means including approximately \$12 million from the operating budget (includes general, water and sewer)

City's Asset Management Planning Process:

- Conducted building condition assessments on a total of 166 City owned buildings

Department	Number of Buildings
Parks and Recreation	91
Public Works	49
Economic Development	10
Fire & Rescue	10
Building Services	4
Transit	1
Police Services	1

Undertake City Property Improvements:

- City Hall: security, elevator, lighting and sound upgrades
- Lawrence House: furnace and air conditioner replacement, eavestrough installation in collaboration with the Sarnia Heritage Committee
- Lochiel Kiwanis Centre: roof, parapet repairs

- Sarnia Main Library Facility upgrades including new roof on south side of balcony, new tube and shell chiller, main electrical panel restored, underground electrical lines replaced and water main and line replaced
- Sarnia Fire Rescue: New emergency apparatus (Engine/Pump), replacement of 1998 Engine

Progress on Risk Management Program:

- Moved the handling of property related claims internally rather than using third party adjuster
- Commenced the Commercial Vehicle Operators Registration (CVOR) task force for risk management of commercial vehicles and conducted 3rd party CVOR facility audit
- Surveyed City buildings to conduct Construction, Occupancy, Protection and Exposure (COPE) inspections to help categorize building risks and optimize property policy

Foster financial sustainability

- Improve 2017 Year End Operating Position:

Total Combined Surplus
\$1,043,553

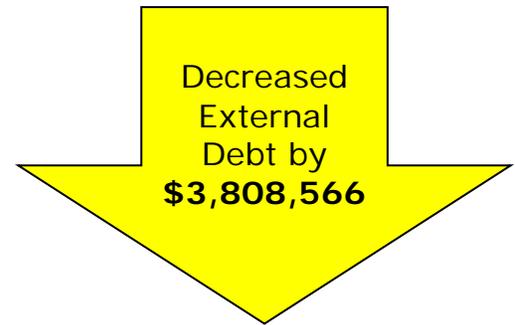
- Actively pursued grant applications and secured \$15,010,240 in senior government funding

Top Grants – 2017
Federal Gas Tax (\$2,239,107)
Ontario Municipal Partnership Fund (\$2,491,200)
Ontario Community Infrastructure Funding (\$1,351,631)
Provincial Gas Tax (\$959,406)
Small Communities Fund (\$720,092)
Ontario Municipal Commuter Cycling Program Funding (\$590,000)
Canada 150 Related Grants: \$48,447 for Canada Day Celebrations, up to \$491,667 for Sarnia Arena Revitalization Project and \$20,000 from Heritage Canada

- Increased Capital Project Budget:

2016	2017
\$20,529,000	\$37,015,340

- Reduced External Debt Balance Owing from \$15,285,614 in 2016 to \$11,477,048 in 2017
- Continue to build operating contingency reserve with a balance of \$3,013,041 at the end of 2017
- Council approval of the City Investment Policy
- Finalized Purchasing Card program for spending control and accountability
- Established processes to implement Municipal Property Assessment Corporation (MPAC) tax arbitration changes
- Sarnia Harbour net contribution to City reserve for 2017 is \$513,695



Grow and diversify revenues

- Fundraising campaign for Sarnia Arena Capital Project; 40% of goal reached to date including major donation by Bluewater Power (100th Year Anniversary Legacy) of \$87,000
- Implemented the Advertising and Sponsorship Program with recent sponsorships totaling approximately \$290,000
- Fire Marque to recover certain firefighting costs against homeowner insurance with projected revenue to be used for capital equipment
- Lease Fire Station 1 Radio Tower to the County of Lambton; the County will provide approximately \$2,100 annually to the City as a license fee
- Increase to pre-authorized payment (PAP) plan participants and streamline tax bill mail-out to reduce cost and paper waste
- Reached Agreements for sewer use with the Western Sarnia-Lambton Research Park at Modeland Road, Revital Polymers on Lougar Ave and BioAmber Sarnia on Vidal Street
- In 2017, 115 Building Permits were issued for new dwellings. Total construction value of all permits was \$107,784,426. Revenue from permits amounted to \$1,147,259, which is the 2nd highest revenue returns achieved by Sarnia over the past 30 years
- In 2017, the Planning Department processed 156 applications (10.6% over 2016).
- 100% cost recovery for Bell Fibre-to-the-Home project support
- Entered into amending agreements with Bell Mobility Inc. to allow Bell to attach telecommunications equipment to City facilities; collected fees totaling \$4,000
- Additional E-Bingo revenues generated:

The application fees (revenue) exceeded department expenses by \$226,870

Budget	Actuals	Surplus
\$120,000	\$169,633	\$49,633

Strategic Priority #4

Corporate Excellence & Leadership

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

The people of this organization are honoured to serve our community. We strive to reflect the City's values in all we do and how we interact with all citizens. In 2017, we focused on our communications with citizens and stakeholders and worked to improve City service delivery. We try to understand and appreciate the needs of those we serve. Together, we build trust as One Team and share information needed to do our jobs better. Together we will promote the City as an Employer of Choice.



3,695 likes
on City of Sarnia
Facebook page



holiday video
with staff and the
Celebration of Lights



new memorial
celebrating the late André
Morin, funded by staff



live web streamed
17 meetings
of City Council



Customer Service - Large
nomination
from Sarnia-Lambton
Chamber of Commerce



364 users
per month on
SmartSarnia.com



3,722 followers
on City of Sarnia Twitter



new agreements
with 3 CUPE locals



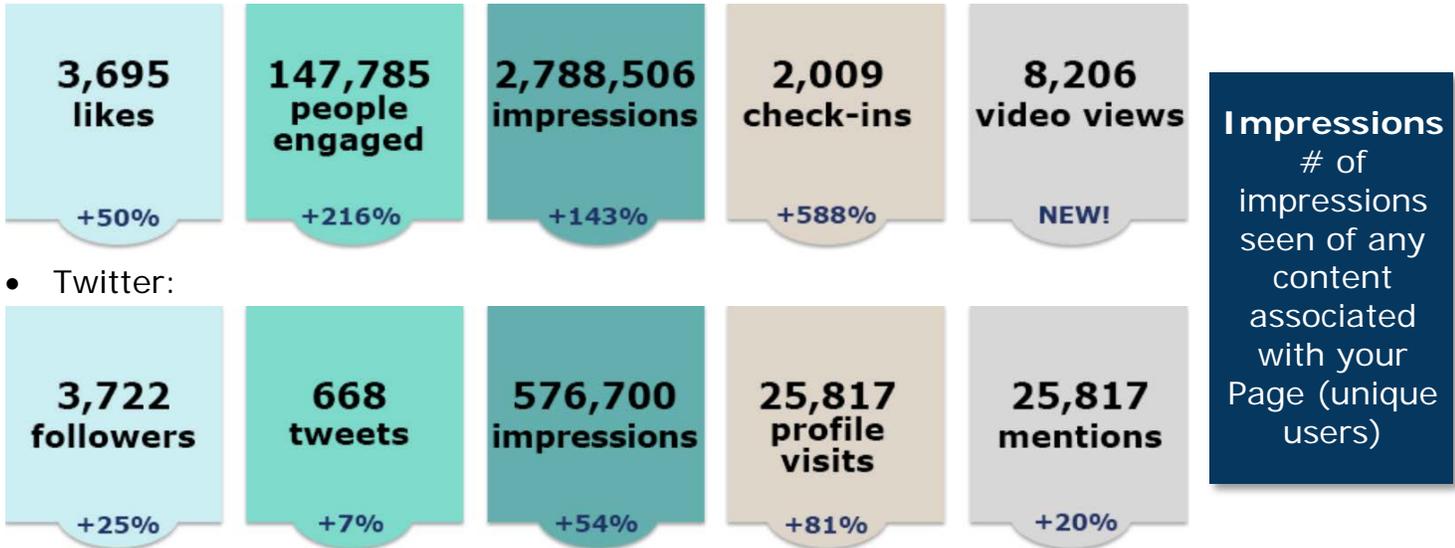
charge stations
installed for electric
vehicles & mobility devices

Improve both internal and external communications

- Developed and implemented the [Communications and Engagement Strategy](#) together with a social media and media relations policies
- Live webstreaming of 17 Council Meetings with closed captioning since March 2017

Improved year-over-year social media presence and website usage

- Facebook:



- Twitter:

- Instagram account established in 2016; 846 followers in 2017
- Website usage: 1,100 users daily or 20,000 users monthly.

Devices used to access our website: 49% on desktop, 41% on mobile and 10% on tablets

Utilized [SmartSarnia](#) website to provide more opportunity for citizen engagement; recent surveys include:

- Waste & Recycling survey (1000 respondents)
- Special Transit Levy survey (700 respondents)
- Tree By-Law survey (600 respondents)
- Parks & Recreation Master Plan Terms of Reference (393 respondents)
- Jackson Pool (224 respondents)

364 users per month for SmartSarnia.com
*users are unique individuals, not page views

Public consultations undertaken include:

- ❖ Tree By-law
- ❖ Kinsmen Centre
- ❖ Affordable Housing
- ❖ Downtown/Waterfront Urban Plaza Concept (shipping containers)
- ❖ Overview of Planning, Building, By-Law Enforcement functions
- ❖ Sarnia General Hospital Lands
- ❖ Special Transit Levy
- ❖ Jackson Pool
- ❖ Waste Management Contract
- ❖ Drinking Water Fluoridation
- ❖ Library Services Review

- 8,728 citizens have opted into MyCNN notifications, which include mandatory alerts such as tornado warnings, chemical emergencies or water emergencies and various other notifications such as road closures.
- Introduced a series of Director presentations during budget preparation to illustrate operational highlights and key performance metrics
- Introduced a 'Draft Budget Highlights' plain language summary of the draft 2018 budget to assist the public's understanding of the City budget process and draft budget
- In collaboration with the Celebration of Lights Committee, created a fun and lively [Christmas Video](#) featuring our City services and the beautiful Festival of Lights in Centennial Park (*pictured right*)



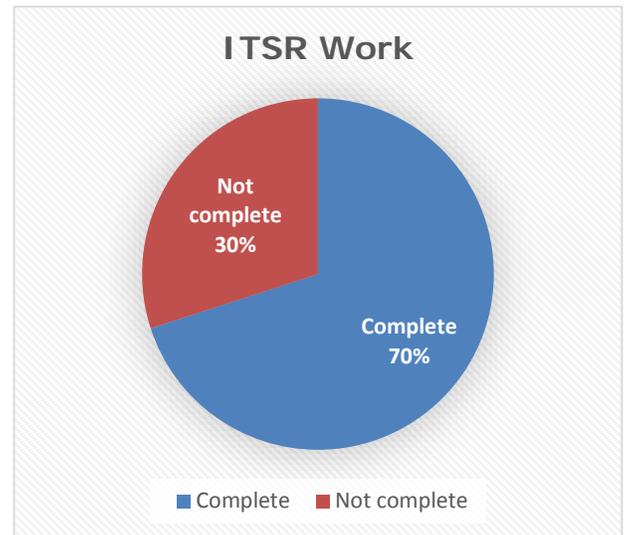
Improve service delivery effectiveness and efficiency

Customer Service Improvements:

- Nominated by the Sarnia-Lambton Chamber of Commerce for the 2017 Outstanding Business Achievement Award (OBAA) in the category of Customer Service – Large
- Participated in Customer Service Week and delivered staff training
- Introduced credit card payments
- Added [online payment options](#) such as garbage tags and recreation programs
- Increased use of open source technology
- Implemented the [Public Complaints Policy](#), mandated by [Bill 8](#)
- Adopted policy to provide for City Hall displays
- Initiated development of a new City Zoning By-law

Continue to implement the Information Technology Service Review (ITSR):

- Planned work from ITSR committed from 2015 -2018 is 70% complete
- Customer service improvements through staffing, training and creation of helpdesk
- Software use and Enterprise Resource Planning improved through multiple upgrades, rebuilds and consolidation of costing into IT accounts
- System reliability improved through 24/7 monitoring and response
- Business alignment improved through the creation of an Information Technology Steering Committee (ITSC), project protocols and properly planned work measured with key performance indicators
- Technology risk reduced through staffing, training, creation of security and risk service level agreements and ITSC sub-committee dedicated to security



Focus on people and culture

- Promotion of the One Team Sarnia Culture and City Values across the organization including the Annual Recognition Awards
- Celebrated the life of former friend, colleague and leader André Morin, City Engineer, who passed away on May 9, 2017 with a staff-funded memorial installation in Centennial Park (*pictured right*)
- Sarnia Fire Rescue Service complied with Ministry of Labour directive to submit [Post-Traumatic Stress Disorder \(PTSD\) plan](#)
 - Staff trained on Road to Mental Health (R2MR) program to provide awareness, prevention and resiliency training
- Implemented a Disability Management and Attendance Support Program for all City staff including an Attendance Reporting Line
- Labour relations and bargaining process: new 4-year agreements for three CUPE groups (2017), Unifor – Sarnia Transit (early 2018), and established Labour Management Committees for early issue resolution
- Piloted supervisory development program
- Continued to make improvements to a Health and Safety Management System including WSIB Case Management



- Improved security measures at City Hall including corporate identification cards and access control
- Continued employee initiatives and United Way Campaign to support charitable organizations including expanding payroll deduction for any registered charity

Establish a culture of continuous improvement

- Completed review and realignment of the Human Resources division and programs
- Adopted new Employee Code of Conduct and Workplace Harassment and Violence policies
- Improved recruitment and resourcing processes including targeted website postings, online applications, onboarding and to make Sarnia the “Employer of Choice”
- Ontario Fire Administration Inc. Recruitment Process approved to improve hiring efficiency, as well as access to quality fire service candidates
- Procedural By-Law review and amendment
- Amalgamation of Sarnia Urban Wildlife Committee and Sarnia Environmental Advisory Committee
- Identified energy efficient technology and practices in City buildings and operations:
 - WPCCL lighting retrofit
 - PASA and Sarnia Arena LED lighting upgrades and Low E Ceiling installation at PASA
 - Clearwater Arena refrigeration optimization
 - LED streetlight conversions completed
 - Commissioned new electric vehicle charging station in Charlotte St. lot with the support of Bluewater Power

Conclusion

In 2018, the City of Sarnia will continue the implementation of the Corporate Strategic Plan. A Strategic Plan committee meets monthly to ensure that a united approach continues to make progress in completing the goals outlined in the plan. With the support of Council, staff are able to fine-tune approaches and collaborate with community members to implement actions and offer high quality amenities and services to the people of Sarnia. The implementation of the plan will continue to shape the future of the City and make it a stronger and better place to live, work and play for all residents and visitors.



The Corporation of the City of Sarnia

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www.sarnia.ca