



# 2017- 2020 Corporate Strategic Plan

## 2018 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 2018 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 until the year 2020. The annual report cards are complementary documents to the Corporate Strategic Plan. This report showcases the progress that has been made in 2018 along the path of achieving our goals and 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 2018. 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***

*"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results." Andrew Carnegie, Philanthropist*

Throughout this report card, we see how the City of Sarnia has coordinated, led and collaborated with other governments, community partners and agencies, the public, contractors and service providers to make the City of Sarnia a better place to live, work, and play.



# Strategic Priority #1 Economic Innovation

*Support Revitalization and growth*



**\$600,000 in**  
shoreline protection



**featured in**  
Business View Magazine



**Smart21 Community**  
globally for 4th year in a row



**\$27 million**  
Capital Budget



**automated bidding**  
process for bids & tenders



**hired an Economic**  
Development Officer



**Telfer Road Bridge**  
replacement over  
Perch Creek



**\$92.9 million**  
total construction value  
of permits issued



**Blackwell Park**  
pickleball hub

## Invest in infrastructure needed to revitalize the City and support growth:

### Infrastructure Projects:

- Talfourd and sidestreets reconstruction and sewer separation (Richard and Emma Streets completed)
- Completed asphalt resurfacing projects including River Road, Chipican Drive and sections of Confederation Line
- Sarnia Sewer Upgrade - Bedford Pumping Station Project:
  - First phase of project has been completed and construction will begin in April 2019
  - Environmental compliance application submitted to The Ministry of the Environment, Conservation and Parks (MECP) for Phases 1 and 2; applications submitted for CN crossing approvals and St. Clair Region Conservation Authority
  - Property appraisal completed for easement for Bedford Pump Station forcemain; easement negotiations continued with Hydro One
  - Final design and preparation of contract documents
  - Prequalification of contractors completed for micro-tunneling contract
- Waterworks Road Pump Station was completed in 2018 with connections completed to the Bright's Grove Lagoons
- Preliminary design and Municipal Class Environmental Assessment in progress for re-routing of forcemain and watermain in Rapids Parkway area
- Improvements to the following drains: Woods Drain, Ferguson Drain, and Griffin Drain
- Commenced infrastructure servicing study for Development Area 2

### Bridge Rehabilitation & Reconstruction Projects:

- Full reconstruction of Telfer Road Bridge over Upper Perch Creek Bridge *(pictured right)*
- Major rehabilitation of the Donohue Bridge superstructure
- Engineering design for the 2019 rehabilitation of Kenny Street and Blackwell Sideroad over Perch Creek Bridges
- Permanent closure of the Vidal Street Walkway Bridge

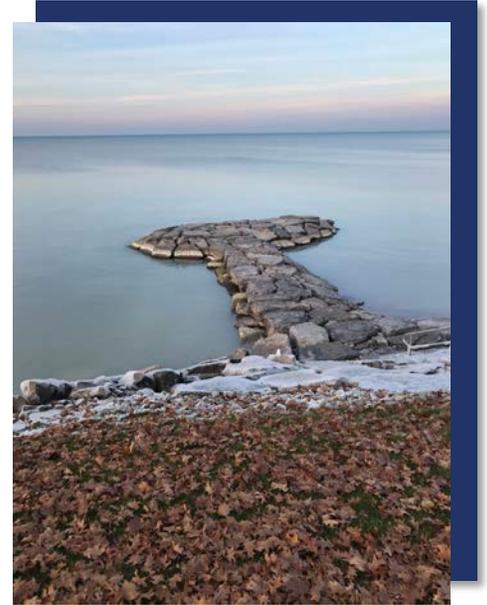


### Parks and Trails Improvements:

- Blackwell Park: creation of a 6 court pickleball hub with new shelter, fencing and accessible pathway at Blackwell Park, in partnership with Strangway Centre Recreation Pickleball Group and Sarnia Airmen's Club
- Coronation Park: creation of a recreation baseball diamond
- Howard Watson Nature Trail Modeland Road Gateway Project: in partnership with local residents and the Bluewater Trails Committee, created better access to the trail and constructed a new shelter
- Centennial Park: completion of boat ramp

### Shoreline Protection Improvements (pictured right):

- The first phase of the Helen to Kenwick Street shoreline project was completed in 2018 with a new armor stone groyne constructed at Kenwick Street with stair access and 40 metres of shore protection. The \$600,000 project was 50% funded by grant money secured by St. Clair Conservation Authority and 50% funded by the City.



## Create a business-friendly environment

### Economic Development Function:

- Completed a business plan to define the City's Economic Development role ([approved by Council in September 2018](#))
- Hired an Economic Development Officer who is responsible for developing the City's business environment and supporting development of City assets, such as the business parks, the Sarnia Harbour, and the Sarnia Chris Hadfield Airport

### Improved service offerings for businesses:

- Created a Customer Service Survey and emailed it to planning applicants after an initial meeting, or when a planning application is completed
- Transitioned to automated bidding process for bids and tenders

### Promotion of City through marketing initiatives:

- Welcome sign at the Blue Water Bridge
- Advertised in Tourism Sarnia-Lambton brochure and map
- Sarnia was profiled as a "City on the Move" in [Business View Magazine](#)
- Participated in a Sarnia-Lambton book project that was coordinated through the Sarnia-Lambton Chamber of Commerce; "Discoveries that Matter" features over 110 colour photographs that capture all aspects of life in our communities

- Advertised Economic Development Service in Lambton Shield Publication
- Red Sponsor at the Sarnia-Lambton Chamber of Commerce Outstanding Business Achievement Awards Event
- Parks and Recreation Department produces and distributes the Sarnia Community Activities Guide bi-annually, a resource to culture, programs, clubs, associations, City services, events and more
- Three heritage walking tours were held in downtown Sarnia to showcase local heritage buildings; approximately 250 citizens participated

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

Intelligent Communities Sarnia-Lambton Participant:

- Continue to 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
- Recognized globally as a Smart21 community for 4 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:

- Supported the approval of the Sarnia-Lambton Economic Partnership (SLEP) Strategic Plan (April 2018)
- Continue to work with various groups to improve communications technology such as wide area network services, rebuild and technology refresh, and work towards upgrade of public safety wireless and two-way radio equipment

## **Collaborate with stakeholders to encourage land and infrastructure development**

- Hired a Project Manager to oversee the Oversized Load Corridor Project
- Continue to collaborate with the County, SLEP, the Sarnia Lambton Industrial Alliance, St. Clair Township, Bluewater Power, MP's and MPP's offices to obtain support and funding for the Oversized Load Corridor Project
- Residential Land Survey was completed and presented to the Sarnia-Lambton Homebuilders Association
- Commenced strategic planning process for the Sarnia Chris Hadfield Airport: conducted a public participation online survey, held public stakeholder meetings, and hosted a Business After 5 Event with the Chamber of Commerce in Hangar 2 at the Airport

#### Permits issued for Major Building Projects:

- CIMA Canada Inc. Pumping Station and Building Superstructure for Water Treatment Plant \$6,200,000
- Vision '74 Inc. 4 Storey Apartment Building \$5,600,000
- The TRICAR Group, Conditional Foundation Permit for 15 Storey Apartment Building \$3,000,000

#### Major Planning Applications:

- Official Plan Amendment, Zoning By-law Amendments, and Site Plan Approval for a 36 unit Apartment Dwelling at 229 Wellington Street
- Rezoning for a Multiple Use Apartment Dwelling containing 126 residential units and 185.2m<sup>2</sup> of ground floor commercial at 383 Christina Street North
- Official Plan Amendment and Zoning By-law Amendment for the redevelopment of the former Sarnia General Hospital Site with single family residential and commercial uses at 220 Mitton Street North and 327 George Street
- Rezoning and Draft Plan of Subdivision for 54 semi-detached dwelling lots at 835 Upper Canada Drive
- Official Plan Amendment and Zoning By-law Amendment to facilitate an expansion to the existing Sunripe at 1141 Lakeshore Road, and the redevelopment of 1115-1119 Lakeshore Road
- Official Plan Amendment and Zoning By-law Amendment to permit a 29-32 unit apartment dwelling at 1081 Brenchley Street
- Official Plan Amendment and Zoning By-law Amendment to permit a craft brewery at 1330 Exmouth Street
- The Sifton Subdivision at Modeland and Michigan was approved by the Ontario Municipal Board in April. It includes 72 lots for single detached homes, a block for 37 townhouse units and a commercial block.

# Strategic Priority #2 High Quality of Life & Caring for All Citizens

*Be a safe, healthy and accessible community*



**600 volunteers**  
for Parks Clean-Up Day



**70+ volunteers**  
for Age-Friendly Sarnia



**supported 80+**  
local events



**installed bike lanes**  
on Colborne Rd



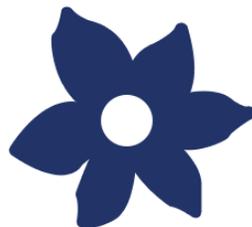
**installed 4**  
pedestrian crossovers



**adopted the dynamic**  
accessibility symbol



**transit app**  
launched



**Communities in Bloom**  
winner: 5 Blooms Silver



**Mitton Village**  
working group created

## Promote safe and affordable housing initiatives

- Met with the Community Homelessness Initiative Network (CHIN) to review City of Sarnia Draft Affordable Housing Strategy and prioritize tools to increase the local supply of affordable housing
- The Safe House Review (Phase 1) was initiated to examine concerns raised regarding illegal rooming or boarding houses in the City
- An information brochure was created to share locations within the City where secondary units are permitted

## Improve quality of life assets and amenities

- Continue to implement the Age-Friendly Action Plan with over 70 volunteers and 35 partnering agencies
- The City of Sarnia created a Mitton Village Community Development Advisory Committee with the objective of creating a work plan to encourage businesses and improve the quality of life in the Mitton Village area
- Dedication Ceremony was held for the St. Clair River Cremated Ashes Scattering Site at the Point Lands (completed site pictured right)



## Environmental Initiatives:

- The 2018 Go Green Environmental Awards, organized by the Sarnia Environmental Advisory Committee, were awarded to 6 winners
- Communities in Bloom was recognized as a Committee of Council
- Parks and Recreation Department planted 700 trees on City lands
- Phragmites Control along the Howard Watson Nature Trail, Canatara Park and Sarnia Bay
- Parks and Recreation hosted the 4<sup>th</sup> Annual Community Parks Clean-Up Day
  - 25 parks registered
  - 600+ volunteers registered
  - Collected 200 bags of garbage, 600 bags of leaves/compostables and 4 truckloads of brush
- Sarnia received a 96.882 Inspection Summary Rating Record for our Drinking Water Distribution System from the Ministry of Environment, Conservation and Parks for the reporting period March 19, 2017 to August 28, 2018
- Lead reduction plan was submitted to the MECP to reduce lead in the drinking water distribution system. Staff are developing a program for home sampling.

### Active Transportation:

- Installed over 4 kilometres of bike lanes in the area along Colborne Road from Lakeshore Road to London Road (pictured right)
- Improved safety by installing pedestrian crossovers on Christina Street at Canatara Park and along the Howard Watson Nature Trail at the crossings on Wellington Street, Michigan Avenue, and Modeland Road
- Updated traffic signal timing at all intersections to ensure sufficient pedestrian time for all users



### Parks & Recreation Planning and Improvements:

- Council approval and implementation of Adopt-A-Park or Trail Program, Playground Development/Equipment Replacement Community Partnership & Funding Program, and the Commemorative Bench, Tree & Memorial Forest Program
- Parks, Recreation, and Culture Master Plan
  - This plan will allow the Parks and Recreation Department to strategically guide and manage the direction of recreation services, leisure programming & events, parks, waterfront, beaches, public open space, trails, cultural opportunities and development, recreational facilities, and related amenities for the next 10-15 years
- Council approval of a permanent Dog Park in Germain Park (April 2018)
- Achieved [Blue Flag Status](#) at Canatara Beach for the 5<sup>th</sup> year in the row
- Council approved the renaming of Sarnia Bay Marina to Andrew S. Brandt Marina at Sarnia Bay; staff are working collaboratively with the operator of Sarnia Bay Marina on enhancements to the facility through a private fundraising campaign
- Supported several community projects:
  - Encore Piano Program in partnership with Parrot Heads of the St. Clair, and the Lawrence House for the Arts: provided an opportunity for anyone to play an Outdoor Piano in front of the Lawrence House during the month of August
  - Hanna Park Community Garden Project: supported the Friends of Hanna Park – a 10 bed community garden produced an abundance of food that was shared with local area neighbours

- Healthy Kids Community Challenge
  - the Story Walk was installed in Tecumseh Park which provides incentive to children to explore local parks while encouraging literacy and engagement
  - a natural playground was installed at Riopelle Park to encourage creativity and exploration for children while enhancing the natural areas of the park
- Communities in Bloom Achievements
  - Won the Five Blooms Silver Category in the Class of Champions
  - Outstanding Achievement Award for the Scotts Turf Builder Landscape Award
  - Special Recognition for Veterans Park (new signage pictured right)



#### Improved Transit Services:

- Implemented new software (TripSpark) to improve efficiency of Care-A-Van scheduling
- Implemented route modifications to better meet the needs of transit users
- Redesigned the transit map to make it easier to use
- Launched Transit App for real time bus information and route planning
- Installed cameras on all busses to improve safety and security for operators and passengers

#### Contributions from our Community:

- Received \$5,000 from the Sarnia Community Foundation towards the Summer Events Program
- Received \$1,000 from the Creative County Grants Program towards the "Get Out of the Garage" youth concert mini-series
- Received over \$225,000 from various community members for the Sarnia Arena Revitalization Project
- Received \$60,000 from various programs for the Blackwell Park Pickleball Hub
- Received over \$53,000 from various community members for the St. Clair River Cremated Ashes Scattering Site at the Point Lands

- Received \$8,000 from a citizen for the Howard Watson Nature Trail Modeland Road Gateway Project
- World War II Memorial at Veteran's Park donated by Enbridge; features a bench, storyboard, and landscaping including a "FireBurst" Maple tree and "Remembrance" Crocus (*Ken Hall Senior Advisor Community Engagement, Enbridge, pictured right at memorial site*)



## 75+ Event and Festival Applications Received

### Supported Several Festivals and Community Based Events

- ❖ Easter in the Park, March 31
- ❖ Community Parks Clean-Up Day, April 21
- ❖ Emergency Preparedness Day, May 11
- ❖ Summer Entertainment Series, June - August
- ❖ Sarnia ARTWALK, June 1-3
- ❖ Kids Funfest, June 9
- ❖ Access to Rec. "Adaptive, Inclusive, Accessible Recreation Fair", June 16
- ❖ Get Out of the Garage: Battle of the Bands Event
- ❖ Canada Day Celebrations, July 1
- ❖ Sarnia Kinsmen Ribfest, July 5 – 8
- ❖ Encore: The Piano Program
- ❖ Chamber of Commerce 'Business After 5' at Sarnia Airport, August 15
- ❖ Brock Street Barn Bash, August 17
- ❖ Hobbyfest, August 25
- ❖ VIA Rail 40<sup>th</sup> Anniversary Event, August 25
- ❖ Terry Fox Run, September 16
- ❖ "Cars and Guitars"
- ❖ Sarnia Legion Branch 62 Remembrance Day Service, November 11
- ❖ Age-Friendly Summit, November 21
- ❖ Celebration of Lights – November 2018 – January 2019
- ❖ Santa Claus Parade, December 1
- ❖ Christmas on the Farm, December 7 and 8

## Continue on the path to accessibility

- Hosted an event that showcased local accessible recreation and leisure options in Sarnia (Access to Rec) in June 2018
- Presented seven businesses with the Sarnia Accessibility Awards
- Chosen by the Director of the Accessibility Directorate of Ontario to be a member of a provincial committee on accessibility
- Offered three orientation sessions on how to use conventional transit buses for seniors and people with disabilities
- Installed power door systems at City Hall to main floor entrances and washrooms
- Improved the accessibility of Sarnia Arena by adding an accessible food counter and making improvements to the washroom area
- Created Playground Accessibility Standards and chose nine playgrounds to improve accessibility
- Added nine new Charge n' Go stations throughout the City of Sarnia
- Partnered with Alair Homes to offer free Stopgap ramps to local businesses
- Council adopted the Dynamic Symbol of Accessibility (*pictured right*)
- Received \$99,500 in funding to assist in the implementation of an Age-Friendly Action Plan from the Seniors Secretariat of Ontario
- Council endorsed Playground and Bench Standards in July 2018



## 2018 Municipal Election:

- New method of internet and telephone voting
- Voter turnout was 48.9% (up from 37.1% in 2014 and 32% in 2010)
- Four public voter help sessions were held
- 75 Election Workers were hired (down from 300 in 2014)
- 92% satisfaction rating (remote internet voters)
- Held 5 candidate information sessions prior to the election, open to all candidates, to answer questions related to City operations
- Completed 10 public education sessions on voting under the new method

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

- Council members and senior staff attended a blanket exercise that explored the relationship between indigenous and non-indigenous peoples in Canada
- Sarnia Fire Rescue Service created a Career Access Partnership with AFN
- In collaboration with AFN and other community partners, supported the launch of the Provincial [Clean Air Sarnia Area \(CASA\)](#) website, which displays near real-time air monitoring information
- Two Community Safety Zones approved in AFN community on Tashmoo Avenue and St. Clair Parkway

# Strategic Priority #3

## Responsible Financial Management

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



**\$2.3 million**  
federal gas tax grant



**decreased external  
debt by \$384,608**

**Asset Management**



**inventory assessments  
completed**



**upgrades**  
to Errol Russell Park



**141 building permits  
issued for new dwellings**



**approved**  
municipal grants policy



**new heavy rescue  
fire apparatus**



**178 planning  
applications completed**



**Sarnia Arena**  
revitalization project

**Maintain reasonable tax rates:**

- Annual review of fees for services at Budget time
- Operating cost avoidance initiatives such as a general wage increase of 1.5%

**Aggressively manage our assets**

City's Asset Management Planning Process:

- In 2018, the Engineering Department conducted inventory and condition assessments on the following City-owned assets:

<b>Asset:</b>
All City-owned buildings
All sidewalks and pathways
All paved roads
All major bridges and culverts
All permitted/metered parking lots
Select steel sheet pile walls along the Front Street shoreline
Ferry Dock Hill Law Office substructure
Front Street interceptor sewer

City Facility Improvements:

- Sarnia Arena Revitalization Project: renovated concession and lobby, new lighting and front entrance
- Errol Russell Park Field House Project: new accessible washrooms, concession and covered bleachers (to be completed May 2019)
- PASA Rink 2: low E ceiling and lighting replacement
- City Hall: lighting retrofit
- Lochiel Kiwanis Centre: roof, parapet repairs, including 3 rooftop HVAC units
- Commenced the Inflow and Infiltration Reduction Project; this will result in a reduction in pumping station runtimes
- Repair and Coating of 16 Pump Stations
- Acquired generators at 4 Pump Stations
- Updated the Pump Station software to allow field technicians remote access and monitoring

### Progress on Risk Management Program:

- Continue to survey City buildings to conduct Construction, Occupancy, Protection and Exposure (COPE) inspections to help categorize building risks and optimize property policy

### Sarnia Fire Rescue:

- New heavy rescue apparatus (*pictured right*)
- Received a donated personal water craft for water rescue and emergency operations from Kel-Gor Limited
- Donated a 1998 surplus fire apparatus (engine/pump) to Lambton College Fire School



### Foster financial sustainability

#### Top Grants Received in 2018

Ontario Municipal Partnership Fund (\$2,485,200)

Federal Gas Tax (\$2,304,926)

Ontario Community Infrastructure Funding (\$1,914,424)

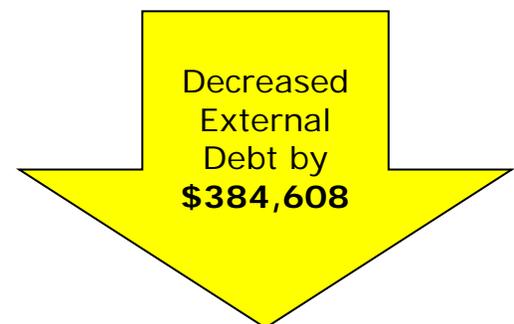
Provincial Gas Tax (\$1,000,759)

Small Communities Fund (\$315,153)

Grant for Intercity Bus Service between Sarnia-Strathroy-Mount Brydges-London in partnership with Strathroy-Caradoc (\$1,450,000)

Mainstreet Revitalization Initiative (\$80,000) for a new accessible ramp at Sarnia Arena

- Reduced External Debt Balance Owing from \$11,477,048 in 2017 to \$11,092,440 in 2018
- Established processes to implement Municipal Property Assessment Corporation (MPAC) tax arbitration changes
- Realized cost efficiency, decreasing WSIB claims by \$341,000 from 2017-2018
- [Municipal Grants Policy](#) was approved in May 2018 to provide Council, municipal staff and the public with a framework by which Municipal grants will be applied for, reviewed and awarded
- [Reserve and Reserve Fund Policy](#) was approved by Council in September 2018



- HST allocation methodology adopted for identifying HST rebated on commercial activities resulting in the identification of additional available rebates

### **Grow and diversify revenues**

- Online Service Expansion was a focus to increase Customer Service for citizens
- Sarnia Harbour net contribution to City reserve for 2018 was \$378,662
- In 2018, 141 Building Permits were issued for new dwellings. Total construction value of all permits was \$92,940,873.
- In 2018, the Community Development Services and Standards Department processed 178 planning applications (compared to 156 applications in 2017)
- The City continues to improve advertisement ideas and arrangements (i.e. Exit Realty on City Bus)

# Strategic Priority #4

## Corporate Excellence & Leadership

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



**6,856 likes**  
on Facebook



**128 fire safety**  
speaking engagements



**SARNIA**

**Ask Your City**  
launched online



live web streamed  
**18 meetings**  
of City Council



**tech-novation award**  
from Sarnia-Lambton  
Chamber of Commerce



**\$12,000 raised**  
by staff for charity



**4,411 followers**  
on Twitter



managing mental health  
**staff training**



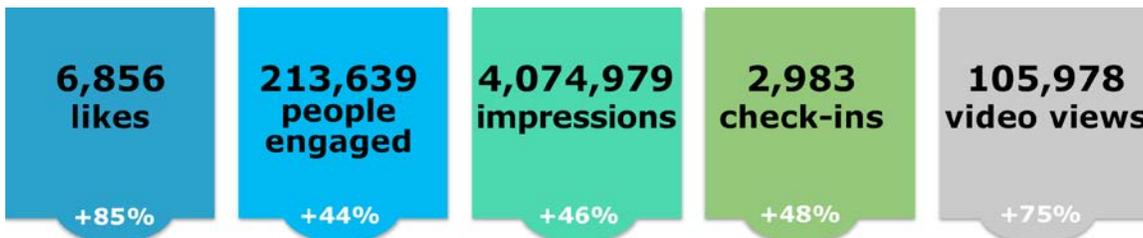
**230 staff**  
positions filled

## Improve both internal and external communications

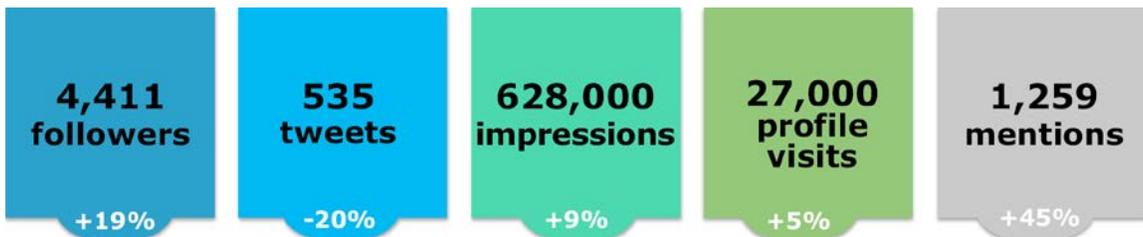
- Live web streaming of 18 Council Meetings in 2018
- In April 2018, launched an online initiative called "[Ask Your City](#)", which includes questions and answers based on general inquiries, with links posted to the City's Facebook and Twitter accounts. There were 13 Ask Your City posts in 2018.
- Trained 33 staff members on Social Media Training
- Created Media Relations Tip Sheet for internal staff use
- Participated in Public Meeting Facilitation Training
- 9,135 citizens have opted into MyCNN notifications, which include mandatory alerts such as tornado warnings, chemical or water emergencies, and various other notifications such as road closures
- 2,045 community notifications using MyCNN by Sarnia Police and City Departments
- Continued to offer a series of Director presentations during budget preparation to illustrate operational highlights and key performance metrics

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

- Facebook:



- Facebook Advertising in 2018: \$1,049
- Twitter:



- Instagram account established in 2016; increased from 846 followers in 2017 to 1572 followers in 2018 (85.8% increase)
- Website usage: [www.sarnia.ca](http://www.sarnia.ca) had more than 1,000,000 page views and 278,800 new users
- The [Live](#), [Work](#), [Play](#) videos were played more than 7,500 times

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

- Retail Cannabis Survey
- Nominations for Accessibility and Age-Friendly Awards
- Municipal Grants Policy
- Reserve & Reserve Fund Policy
- Parks, Recreation and Culture Master Plan
- Sarnia Chris Hadfield Airport Public Participation
- Downtown Parking Study
- Zoning By-Law Review
- Michigan Avenue Bike Lanes
- Intercity Bus Service
- Renaming of Sarnia Bay Marina to Andrew S. Brandt Marina at Sarnia Bay

### **Improve service delivery effectiveness and efficiency**

Customer Service Improvements:

- Participated in Customer Service Week and delivered staff training
- Added [online payment options](#) such as Civil Marriage Ceremony Payment, Garbage Bag Tags, Transit Tickets
- Moved to online, paperless career recruitment process that resulted in more efficiency and shorter period to fill vacancies from start to finish
- Launched Transit App to provide real time bus information

Information Technology Improvements:

- City of Sarnia won the Tech-novation Award at the Sarnia-Lambton Chamber of Commerce's Outstanding Business Achievement Awards. The criterion for the award are bringing a sense of enthusiasm and a commitment to driving technological innovation, which improves efficiency, productivity, and growth
- Presented to Council, in June 2018, the [Information Technology Service Review](#) (ITSR) videos on Vimeo
- Planned work from ITSR committed from 2015 -2018 is 90% complete
- Complete redesign of corporate communications network including fibre optic, dark fibre, and public safety wireless in partnership with Bluewater Regional Networks



Sarnia Fire Rescue Service:

- Fire Life Safety Educator attended 128 speaking engagements, including 100 community events and demonstrations, and spoke to over 9000 residents of Sarnia-Lambton regarding fire and life safety topics

- Fire Life Safety Educator won the National Fire Protection Association Rising Star Award for Central Canada
- Completed Autism Awareness Training
- Completed the assessment and inspection of all motels for fire code compliance

### Focus on people and culture

- Rolled out the training to City managers and supervisors on managing mental health called the “Working Mind” with plans to roll out to all staff in 2019
- Working in partnership with the County of Lambton to develop a leadership training program for City employees
- Staff completed Sharps/Needle Prick Training, delivered by Lambton Public Health
- Continued employee initiatives and United Way Campaign to support charitable organizations including expanding payroll deduction for any registered charity. The 2018 Silent Auction raised a total of \$7,307 for the United Way of Sarnia-Lambton
- Staff and Council participated in the Big Bike Fundraiser raising \$5,200 for the Heart and Stroke Foundation; the team rode in memory of former City Engineer André Morin (pictured right)
- Filled more than 230 positions including summer, temporary, seasonal and permanent staff
- Partnered with community organizations such as Community Living, Goodwill Industries, the WorkPlace Group, and Lambton College to hire 16 students with disabilities for various positions
- Hosted “Let’s Talk” events to review 2018 accomplishments and challenges facing staff in 2019
- Hosted an Employee Recognition Event for 64 employees with the following employee milestones: 18 employees for 10 years, 9 employees for 20 years, 8 employees for 25 years, 8 employees for 30 years, and 21 retirements.
- One Team Awards were presented to 8 employees in three categories:
  - Rising Star
  - Team Spirit
  - One Team



### Establish a culture of continuous improvement

- Presented options to Council on reconfiguring downtown parking and street layout
- Created a streamlined approach to training, by introducing a new e-learning training delivery system to train all employees on WHMIS, AODA, and Respect in the Workplace

- Improved training management system to assist in the identification, recording, and creation of employee training plans
- Created a youth representative position for Committees of Council to take place prior to the 2019-2020 academic year
- Formation of an internal staff Grants Committee to improve the coordination and development of applications towards available grant programs
- Council approval and implementation of the following policies: Municipal Grants Policy, Reserve and Reserve Fund Policy, Video Camera Policy, Use of Corporate Resources during Election, Notice Policy, Minutes & Bylaws Preservation, Adopt-A-Park or Trail Program, Playground Development/Equipment Replacement, Community Partnership & Funding Program, and Commemorative Bench, Tree, and Memorial Forest Program
- Identified energy efficient technology and practices in City buildings and operations:
  - Progressive Auto Sales Arena practice rink lighting retrofit
  - Progressive Auto Sales Arena Low E ceiling installation
  - City Hall lighting retrofit
  - Sarnia Transit Lighting retrofit
  - Fire Stations 1, 4 and 5 lighting retrofit
- Won an Interior Lighting Design Award from the Illuminating Engineering Society for the lighting projects at PASA
- Dog Census was completed in the summer of 2018 and staff visited over 700 homes; 654 dog licenses were purchased during the census

## Conclusion

In 2019, the City of Sarnia will continue the implementation of the Corporate Strategic Plan. An Internal Strategic Plan Working Group meets regularly 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 better place to live, work and play.



## **The Corporation of the City of Sarnia**

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[www.sarnia.ca](http://www.sarnia.ca)