



2015-16 in Review

Accomplishments



The planning process for the Corporate Strategic Plan began in 2015 with the four Strategic Priorities – *Economic Innovation, High Quality of Life & Caring for all Citizens, Responsible Financial Management and Corporate Excellence & Leadership* – agreed upon early in the planning process. We have back-casted to summarize accomplishments in 2015 and 2016 that align with the four Strategic Plan priorities, undertaken with the support of Council and the community.

Strategic Priority #1 - Economic Innovation

Goal Statement: Support Revitalization and Growth

Road Repair/Reconstruction and Sewer/Watermain Projects Completed:

- Blackwell Side Road Reconstruction (London Line to Glen Abbey)
- Confederation Line Repair (Mandaumin to West of Waterworks)
- Talfourd and Queen Streets Reconstruction
- Savoy Street Reconstruction
- Resurfacing Kenny Street from Tashmoo to Esso Chemical Drive
- Resurfacing North Slip Road at the West End of Exmouth
- Waterworks Road Re-construction, Phase 1
- Coronation Lane Watermain
- Bruce Street and Hansard Lane Watermain
- Sarnia Sewer Upgrade Project: Bright's Grove Lagoons (commissioned in 2016; operational in 2017)
- Supervisory Control and Data Acquisition (SCADA) system installation for real-time monitoring of sewage pumping stations throughout the City to monitor flows and prevent service disruption

**#1
CITIZEN
EXPECTATION:**
improve
infrastructure

#1 ISSUE
THE CITY FACES:
local economy/
unemployment/
jobs

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 and Trail Improvements:

- Paving of walking trail in Mike Weir Park
- Howard Watson Nature Trail Upgrades to widen the 16 km (9 miles) trail to a consistent width of 2.4 metres (8 feet) and finish with compacted, granular surface, fully accessible to all ages and mobility, in partnership with Bluewater Trails Committee, Canada 150 Community Infrastructure Grant Program and community partners

- Michigan Road Gateway Project at Howard Watson Nature Trail funded through Bluewater Trails Committee, Parks & Recreation and CN Eco Connexions Grant *(pictured right)*
- Canatara Park Improvements: armour stone installation for beach stabilization, picnic pavilion upgrades, maintained Blue Flag Beach status, and clearing of deadfall in Tarzan lands
- Germain Park Improvements: lawn bowling club upgrades to doors and roof, hydro upgrades, retaining walls, signage, info kiosk and sprinklers
- Roof and ceiling repairs, mould abatement at Camp Saredaca
- Errol Russell Park improvements to electrical, drainage and irrigation systems
- Tennis, Pickleball Court Upgrades (Germain and Cathcart Park)
- Centennial Park Remediation & Revitalization Phase 1
- Rejuvenation of Children's Animal Farm in Canatara Park in collaboration with the Sarnia & District Humane Society and Seaway Kiwanis
- Installation of new playground equipment at Autumn Breeze Park
- Remediated 4 baseball diamonds at Clearwater and Germain
- Garden improvements with the Horticulture Society at Veterans Park
- Clearing of Sarnia Bay Point Lands with contribution from the Great Lakes Guardian Community Fund and in partnership with Return the Landscape and Lake Huron Centre for Coastal Conservation



Shoreline Protection Improvements:

- Emergency repairs completed - Cow Creek and Rainbow Cove

Completed Subdivisions - 2015

- Rapids Parkway Phase 3 (15 lots)
- Danbury-Brittoli (36 lots)
- Rosedale Subdivision (5 lots)
- Blackwell Glen (19 lots)
- Silvestri Phase 2 (23 lots)

Completed Subdivisions –2016

- Blackwell Glen Phase 8 (16 lots)
- Huron Shores Phase 2 & 3 (24 lots)
- Beaches of Bright's Grove (21 lots)
- Heritage Park (36 lots)
- Graycliff Phase 10 (32 lots)

Completed subdivisions are new developments that are completed with all public utilities, streets, walkways and park land transferred to public ownership and the lots ready to build on. The number of lots per subdivision is shown in brackets.

Permits issued for Major Building Projects:

- Temporary Structures for Soil Remediation, Dow Chemical Site \$9,000,000
- Pump House Construction, Plains Midstream \$2,300,000
- Replace/upgrade Mechanical System, Imperial Oil \$1,900,000
- Health & Research and Fitness Complex, Lambton College \$30,500,000
- New Operations Centre, Union Gas \$4,200,000
- Structural Steel for Blast Mitigation Measures, Imperial Oil \$1,900,000

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.

City Business Park Land Sales:

- Sarnia 402 Business Park sale to Union Gas with facility opening in 2015
- Sarnia 402 Business Park sale to Carpenters Local 1256 Sarnia with facility opening in 2016

Sarnia Harbour Improvements:

- Electrical Upgrades
- Dredging of Sarnia Harbour

Major Planning Applications and Initiatives - 2015:

- Review/rezoning of Churches, Soup Kitchens and Food Banks
 - Draft Plan of Subdivision - Rosedale Avenue
 - Rezoning and Official Plan Amendment, Vision 74 Inc. – Crawford Street
 - Rezoning, Official Plan Amendment and Draft Plan of Subdivision – Sifton Properties Limited, Modeland Road and Michigan Avenue, all referred to the OMB for final determination
- 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).

Major Planning Applications and Initiatives - 2016:

- Planning & Building Permit Fee Exemption (50%) continued downtown and extended to the Mitton Village Community Improvement Area
- Rezoning Application General Housekeeping Amendment – Modified Shipping Containers for alternative uses such as commercial

Promotion of City through marketing initiatives:

- Welcome sign at Blue Water Bridge
- Advertised in Tourism Sarnia-Lambton brochure and map

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

Goal Statement: *Be a safe, healthy and accessible community*

89% of citizens say Sarnia is a good place to raise children

93% of citizens feel safe in their neighbourhood

92% of citizens say Sarnia is a good place to retire

91% of citizens say Sarnia is affordable

Age-Friendly Sarnia Survey, 2016

Improvements to Various City Assets & Amenities:

- Progressive Auto Sales Arena (PASA): new website, computer system upgrades, security camera installation, repainted PASA rink 1 & 2 with Sting colours
- Sarnia Arena: renovated Legionnaires dressing room/showers, secured new concession operator as a pilot, gas line upgrade, security cameras installed, energy projects completed in collaboration with Bluewater Power
- Clearwater Arena: roof replacement, security camera installation and new security lock system, energy projects in collaboration with Bluewater Power
- Tecumseh Pool: new roof installed
- Newton Centre: new roof installed
- Lawrence House: restoration and repair of roof
- Bright's Grove Library: HVAC Replacement and repointing of exterior stonework
- Sarnia Transit: purchased 2-40 foot Nova buses (2015), purchased 2-40 foot Nova buses, 1-40 foot used Orion bus and 1-24 foot Care-A-Van bus (2016)
- Bluewater Gymnastics Club improvements: exterior lighting, HVAC and installation of parking lot lights
- Kenwick-on-the-Lake Park and Canatara Beach: watersport Rental Services established

PASA Hosted Events:

- 34 regular season Sting Games
- 3 playoff Sting Games
- 4 hockey tournaments
- Women's National Team Event
- Lambton College and high school convocations
- Chris Hadfield speaking Event
- Circus Event
- Lambton College emergency services mock disaster

Community Arena Hosted Events:

- 26 Legionnaires Games
- iCan Bike Event through Pathways
- Annual Home Show
- Emergency Preparedness Day
- 2 hockey tournaments
- 1 major figure skating competition
- San Rocco Festival
- Relay for Life Event
- Kids Funfest

- Sarnia Fire Rescue: Renovation of Fire Station 2 (Scott Road), roof replacements at Fire Station 4 (Wellington Road) and Fire Station 5 (Bright's Grove), and new Fire emergency apparatus (Engine/Pump), replacement of 1998 Engine (*pictured right*)



Improved Quality of Life through Collaboration and Advocating Community Spirit Events:

- Inaugural Community Parks Clean-Up Day (2015) held annually since, in partnership with Nova Chemicals and support from Rotary After Hours Club
- Golden Hawk project in partnership with Communities in Bloom and the restoration crew of pilots from the Sarnia COPA Flight 7
- Initiated Community Edible Garden pilot project at Hanna Park
- Undertook the Edible Tree program at Mike Weir Park in partnership with Scouts Canada and Inn of the Good Shepherd
- Developed Cox Gardens in Germain Park with the generous donation from Norma Cox
- Installed Light Armoured Vehicle (LAV) III Monument in Veterans Park in conjunction with the Federal Government, 1st Hussars Association Afghanistan Monument Committee, and the Royal Canadian Legion, Sarnia Branch 62
- Re-located "Big Tom" cannon from Canatara Park to Veterans Park with the assistance of citizen volunteers, Randy Evans, Tom St. Amand, Tom Slater, and Lou Giancarlo
- Council authorized completion of the City of Sarnia Streets Project by community volunteers, Randy Evans and Tom St. Amand who researched the history and created a database of streets in Sarnia
- Commenced Library Needs Review of all three City library locations in collaboration with the County of Lambton
- Authorized Sarnia Fire & Rescue to participate in the County of Lambton Mutual Aid Plan
- Neighbourhood Meet & Greets sponsored by the Sarnia Community Roundtable
- Municipal Grants provided to eight local organizations/committees in the amount of \$157,066 (2015) and \$148,066 (2016)

- Festivals and Events supported include:
 - International Power Boat Festival (2015 and 2016)
 - Rogers Hometown Hockey Event (2015)
 - TO 2015 PanAm and ParaPan AM Games Torch Relay Event
 - Great Lakes Governors Conference (2015)
 - Governor-General's Leadership Conference (2015)
 - Greekfest (2016)
 - That Night in Sarnia (2016)
 - Celebration of Lights
 - Beats on the Street (2016)
 - Do it for Sarnia (2016)
 - Sarnia Home Show
 - Emergency Preparedness Day
 - Accessibility Awards
 - Go Green Awards
 - International Day of Persons with Disabilities
 - Accessibility Summit
- McHappy Day participation by Members of Council and the Senior Management Team
- Communities in Bloom received "5 Blooms - Bronze" International Award (2015)
- Joined Great Lakes Waterfront Trail – fully signed throughout Sarnia along the waterfront of the St. Clair River and Lake Huron
- Received \$35,000 from the Province to conduct research and develop an Age-Friendly Action Plan in collaboration with Lambton College and community volunteers
- Endorsed the "Discoveries that Matter" community branding logo in 2015, which was created with organizations across Lambton County to produce a consistent, positive message across the County
- Established Campus Agreement with Kiwanis Club of the Seaway covering governance, stewardship and fiscal responsibilities for structures adjacent to Seaway Kiwanis Children's Animal Farm

Average of 85 Event and Festival Applications completed annually



Accessibility Initiatives:

- Sledge hockey project at Clearwater Arena with donations from the Electrical Union IBEW 530 and the Electrical Contractors Association of Sarnia
- Received \$43,500 in Federal funding for Accessibility upgrades at Clearwater Arena
- Installed multiple occupancy washrooms at Sarnia Library with partial funding through a \$33,000 grant from the Federal Government

- Installed an accessible ramp at PASA with partial funding through a \$50,000 grant from the Federal Government
- Installed new accessible washroom facility at Kenwick-on-the-Lake Park
- Assisted in the operation of a new accessible taxi in Sarnia
- Completed accessibility reviews of six City of Sarnia recreation facilities
- Completed accessibility reviews of the Sarnia train station in collaboration with RAIL (Rail Advocates in Lambton)
- Assisted both the Town of Petrolia and Bluewater Health by completing accessibility reviews of public buildings and spaces
- Installed assisted hearing devices in Council Chambers at Sarnia City Hall
- Launched closed captioning for televised Sarnia City Council meetings with support of a \$25,000 grant from Cogeco Cable
- Nominated by the Sarnia-Lambton Chamber of Commerce for the 2016 Outstanding Business Achievement Award (OBAA) in the category of Inclusivity – Accessibility
- Hired 11 Community Living students in both 2015 and 2016

Continue to build relationship with Aamjiwnaang First Nation:

- Collaborated on a new Water & Wastewater Servicing Agreement as well as a Cooperation Protocol with funding and facilitation assistance through the Federation of Canadian Municipalities (FCM) Community Infrastructure Partnership Project (CIPP)

Promote Safe and Affordable Housing:

- Council granted Building Permit Fee exemption for Habitat for Humanity affordable housing projects; 774/772 Devine Street Semi-Detached permit fees waived in 2016
- Sarnia Fire & Rescue was driving force behind the [Lambton Hoarding Coalition](#) in 2015
- Sarnia Fire & Rescue achieved compliance with Provincial Regulations regarding Vulnerable Occupancies involving annual fire inspections and drills at approximately 30 vulnerable occupancies.

Vulnerable occupancies include retirement homes, nursing homes and care facilities.

Strategic Priority #3 - Responsible Financial Management

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

Senior Government Funding:

- Applied for and received several significant senior government grants:

Top Grants - 2015		Top Grants - 2016	
Name	Amount	Name	Amount
Federal Gas Tax	\$2,095,387	Small Communities Fund	\$6,307,702
Ontario Municipal Partnership Fund	\$1,674,800	Federal Gas Tax	\$2,200,156
Provincial Gas Tax	\$940,922	Ontario Municipal Partnership Fund	\$2,421,700
Ontario Community Infrastructure Fund	\$765,745	Provincial Gas Tax	\$930,725
		Ontario Community Infrastructure Fund	\$765,745

Working towards growing and diversifying revenues:

- Adopted new Advertising & Sponsorship Policy
- Awarded sponsorship of the Sarnia Sport & Entertainment Centre to Progressive Auto Sales and renamed to the Progressive Auto Sales Arena (PASA)
- Entered into 10-year agreement with Compass for Food & Beverage (F&B) service at PASA with Compass investment of \$300,000 in capital upgrades to F&B facilities at PASA
- Introduced civil marriage ceremonies at City Hall (2016)
- Introduced E-Bingo to complement the traditional paper-based bingo
- As a major shareholder, Council authorized the Board of Bluewater Power to develop an affiliate, Bluewater Regional Networks to provide fibre-based communication network services to the industrial/commercial/institutional sectors in Sarnia
- In 2015, the Planning Department ran at near cost recovery only requiring \$9,940 from the general operating fund
- In 2016, the Planning Department contributed \$64,987 to the general operating fund

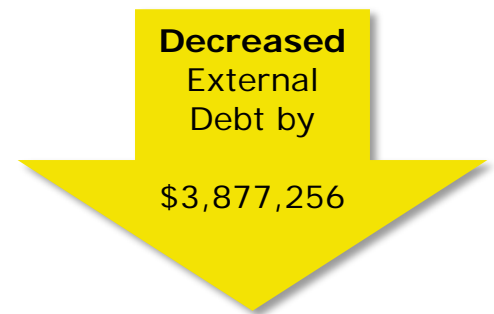


- In 2015, 138 Building Permits were issued for new dwellings with a construction value of \$73,572,753. Revenue from permits amounted to \$659,763, achieving a cost recovery model with revenues matching expenses.
- In 2016, 189 Building Permits were issued for new dwellings with a construction value of \$103,399,405. The permit revenues amounted to \$888,054.
- Entered into agreement with Bell Mobility Inc. to allow Bell to attach telecommunications equipment to City owned facilities; collected fees totaling \$4,000 (2016)

- ❖ 189 Building Permits in 2016 exceeded the 30 year average (163) and median (137)
- ❖ In 2016, the Planning Department processed 141 applications up 12% from 2015

Foster Financial Sustainability:

- Achieved Year End and Financial Information Return efficiencies
- Retained AON Reed Stenhouse Inc. as the City's insurance provider at an annual savings of approximately \$1 million (2016)
- Reduced External Debt Balance Owing from \$19,162,870 in 2015 to \$15,285,614 in 2016
- Improved Year End operating position:



2015	2016
(\$975,020) Operating Deficit	\$1,142,992 Operating Surplus

- Established an operating contingency reserve
- Increased Capital Project Budget:

2015	2016
\$19,130,000	\$20,529,000

- Achieved Sarnia Harbour net contributions to City reserves of \$512,557 (2015) and \$538,872 (2016)
- Gained access to an Embedded Energy Manager, an employee of Bluewater Power Corporation to assist in managing energy projects and accessing funding through the Independent Electrical System Operator (IESO)

LED Streetlight Improvements Project:

- Replacement of mercury vapour and high pressure sodium (hps) to LED cobra head streetlights; from 2015 to 2017 approximately 4,725 streetlights were replaced, with approximately 275 remaining
- Savings resulting from this project: \$125,000

Strategic Priority #4 - Corporate Excellence & Leadership

Goal Statement: Focus on open and transparent government; Develop employees; Deliver service excellence

Undertook Customer Service Improvements:

- Moved towards one-stop customer service at City Hall
- Completed customer service training for front-line staff
- Established online portal for donations
- Implemented [ActiveNet](#) booking software for Parks & Recreation services providing the ability for citizens to pay by credit card and register online
- Completed the Development Services Operational Review in collaboration with the Sarnia-Lambton Chamber of Commerce and began implementation
- Achieved 96% of building permits issued within mandated time frames
- Implemented online building inspection notification
- Conducted training for the Committee of Adjustment through the Ontario Association of Committees of Adjustment
- Established Parking Ticket Review Committee
- Increased number of homeowners using Preauthorized Payment Plan (PAP) for property tax payments
- Introduced Purchasing Card (p-card) program for staff
- Moved to e-Voting for 2018 municipal election
- Entered into new operations agreement with Sarnia & District Humane Society for Children's Animal Farm
- Contracted out the development and printing of the Community Activities Guide
- Adopted policy to provide for illumination of City Buildings
- Completed the IT Service Review in 2015 and began implementation to improve service delivery



The Development Services Operational Review examined ways to improve land use planning and building permitting services

Reached 8841 properties on PAP in 2016
(approximately 32% of all accounts)

Leadership Role in Community:

- Adopted the City's Official Plan in 2015
- Developed and adopted a Council Code of Conduct and retained an Integrity Commissioner
- Prepared and presented a community impact study associated with the closure of Sarnia Collegiate Institute & Technical School (SCITS)
- Implemented new Sign By-law and new Property Standards By-law

- Initiated annual Go Green Awards with the support of the Sarnia Environmental Advisory Committee
- Introduced the Fats, Oils, Grease ([F.O.G.](#)) Management Program in 2016 as a solution to rectify the problem of grease accumulation in the sanitary sewer collection system
- Re-branded the Sarnia Fire & Rescue Public Education Program
- Completed the Source Water Protection Plan for the Thames-Sydenham Region in collaboration with the Thames-Sydenham Source Water Protection Committee and appointed two staff members to act as Risk Management Officials/Inspectors as required under the Clean Water Act

Focus on People & Culture:

- Developed a Senior Management Team Charter and One Team Sarnia initiative to break down silos and work better together toward continuous improvement
- Re-organization/re-alignment of City services to improve customer service
- Introduced Sarnia Fire & Rescue 24-hour shift pilot
- Re-located staff and demolished the former parking authority building on Wellington Street
- Developed new Terms of Reference for several City Committees
- Launched SmartSarnia.com to recruit volunteers for City boards and committees

Public Consultations undertaken:

- ❖ Arena Management Strategy
- ❖ Centennial Park Revitalization
- ❖ Sarnia General Hospital
- ❖ Dog Park Pilot Project
- ❖ Age-Friendly Project
- ❖ Corporate Strategic Plan