

2016 STAFF ACCOMPLISHMENTS

People Serving People: how City staff made your city better in 2016

City Manager:

- Supported the Council strategic planning process
- Established a Councillor Office within City Hall
- Developed a team charter in collaboration with Senior Management Team
- Led team building activities with the Senior Management Team
- Developed the One Team Sarnia initiative including awards program to recognize Rising Star, One Team and Team Spirit employee contributions
- Served on the Board of the Sarnia Lambton Economic Partnership and as City staff resource to RAIL and the Community Roundtable
- In conjunction with the City Clerk, prepared 18 Council agendas to support the business of Council
- In conjunction with various City departments, applied for federal and provincial infrastructure and program grants
- Supported departmental initiatives as listed below

Clerks:

- Successfully filled the City Clerk and Deputy Clerk positions
- Establishment of a communications function within the City and recruitment of a Communications Coordinator
- Improving social media presence and citizen engagement with terms of use protocol
- Provided communications support across the organization to increase flow of information to media, the public and staff through media releases, Council meeting highlights, major project progress and information dissemination and public consultation initiatives
- Approval and installation of live webstreaming of Council meetings
- Initiated investigations into new voting platforms in conjunction with participating municipalities in Lambton County
- Council adoption of the Illumination of City of Sarnia Buildings Policy

- Created standardized Complaint Policy and Procedure
- Renewed the performing of Civil Marriage Ceremonies at City Hall

Human Resources:

- Design and approval of new Disability Management and Attendance Support Program
- Wellness Committee initiatives including highly successful United Way drive and Goodwill Donation drive
- Developed draft code of conduct for employees to replace existing 1996 code
- Implemented Supervisory Development Program
- Completed the annual Accessibility Report
- Coordinated Age Friendly Sarnia Initiative
- Resourced new Corporate Manager – Human Resources

Economic Development and Corporate Planning:

- Sarnia Harbour promotional video produced to support facility marketing.
- Sarnia Harbour Dredging: Extensive permitting completed, and dredge project tendered, awarded, and completed, with project management assistance from City Engineering and Public Works. Airport disposal site remains to be graded and seeded.
- Sarnia Harbour Electrical Upgrade – West Seaway Road. Project to replace a transformer and electrical switch gear completed, along with security and streetlight relocation and replacement.
- Sarnia Harbour - L.E.D. Security lighting upgrade constructed in North Slip, Seaway Road, and Warehouse area.
- Sarnia Harbour - North Exmouth Street reconstruction completed in partnership with City Engineering and the Village of Point Edward.
- Sarnia Harbour – 6 property leases renegotiated and renewed for 5 year terms.
- Mission Park – Southwestern Sales Corporation - Lease for stone dock renegotiated for a 5 year term – maintains cash flow to Waterfront Reserve.
- Ferry Dock Hill Management Corporation – Lease renegotiated for a 5 year term, renewable for an additional 5 year term.
- Sarnia Chris Hadfield Airport – Asset Management Survey completed.
- Sarnia Chris Hadfield Airport – Leases approved to support new hanger construction.
- Oversized Load Corridor funding support and advocacy – engineering study and business plan completed.
- Sarnia Identification Sign at Highway 402 Airport curve renewed with new LED lighting, cleaning and painting.

- Business development support for developments planned for TransAlta, Comet BioRefining & CO-OP, and Ubiquity Solar.
- Electric Vehicle Level 2 Charging Station constructed at intersection of Christina Street and Charlotte Street.
- Collaborated with SLEP and others on Intelligent Community Foundation Submission for top 21 and top 7 communities worldwide.

Legal & Property:

Legal:

- Restructured to incorporate Property and Risk Management into Legal department
- Legal support to all departments
- Determined ownership of Sarnia General Hospital site and re-initiated RFP process to sell the site in collaboration with cross-functional team and Bluewater Health

Property:

- Initiated Library Service Review in conjunction with Lambton County for all 3 Sarnia library locations
- Installation of new accessible washrooms at the downtown main Library in collaboration with the Accessibility Coordinator
- Lawrence House slate roof and stained glass window (3) restoration project and exterior painting completed in consultation with the Sarnia Heritage Committee
- Initiated renovations to City Hall to improve building security

Finance:

- Continued implementation of the 2015 Information Technology Service Review
- Purchasing improvements through introduction of an employee purchasing card system
- Created an on-line portal for donations
- Provided customer service training to front-line staff
- Achieved 8,000 properties on pre-authorized payment for taxes
- Restructured to incorporate front-line Clerks staff into Customer Service
- Increased centralized customer service functions
- Preparation of 2017 Operating and Capital budgets and improved automation of budget process
- Quarterly reporting of the 2016 Council approved budget
- Completion of 2015 Audited Financial Statements
- Preparation of and improved efficiencies in Financial Information Returns (FIR) reporting

- Successful recruitment of IT Manager and Accounting & Budgeting Manager
- Conducted City-owned property inventory with cross-departmental team

Fire & Rescue:

- Modernized public education program and increased outreach into the community utilizing Facebook and Twitter (achieved one million Facebook impressions).
- The turn-over of Fire Prevention staff required a focus of fire prevention training and accreditations.
- As per O.' Reg. 150/13 all 31 Vulnerable Occupancies had detailed inspections, approved fire drills and inputted to the provincial registry.
- Fire Prevention Inspection Program includes business licensing, commercial cooking operations, assembly buildings, high-rise and any inspection upon complaint or request.
- Tender for new engine build to replace existing 1998 fire apparatus approved.
- Roof replacement for Fire Station 4 (Wellington Street) and Fire Station 5 (Bright's Grove).
- Equipment replacement: breathing air compressor system was installed replacing 1988 compressor system, replacement AED automatic defibrillators
- Training Division completed the conversion of firefighter adequacy standards in accordance to the Office of the Fire Marshal's Academic Standards and Evaluation office.
- Specialized training included Fire Officers, Senior Fire Officers and small vessel operator program training, TSSA approved elevator rescue training, hazardous materials training.
- 2016 Fire Incidents are found in Appendix A.

Parks & Recreation:

Parks, Facilities, Programs:

- Bluewater Gymnastics Club - improvements to the lighting, HVAC and installation of parking lot lights
- Errol Russell Park improvements to electrical, drainage and irrigation
- New roof at Tecumseh pool
- Germain and Cathcart Tennis/Pickle Ball Court re-surfacing
- Germain Park improvements – lawn bowling club improvements to doors and roof, hydro upgrades, retaining walls, signage, info kiosk, sprinklers and Golden Hawk project in conjunction with Communities in Bloom and Community partners
- Council approval of dog park pilot in Germain Park

- New roof and windows at Newton Centre
- Canatara Park improvements – armour stone installations for beach stabilization, picnic pavilion improvements, TD Trees Program, Seaway Kiwanis Campus Agreement, Seaway Kiwanis/Sarnia & District Humane Society improvements to and operations of Children's Animal Farm, maintained Blue Flag Beach status
- Hanna Park – Community Garden pilot project
- Mike Weir Park – Edible Tree program in partnership with Scots and Inn of the Good Shepherd
- Veterans Park – installation of the LAV II Monument and re-location of "Big Tom" cannon from Canatara park in conjunction with Community partners
- Kenwick on the Lake Park – installation of new accessible washroom facility
- Autumn Breeze Park – installation of new playground equipment
- Howard Watson Nature Trail – Gate Way Project funded through the Bluewater Trails Committee, Parks & Recreation Department and CN Eco Connexions Grant, widening and re-surfacing of the trail and installation of new benches in partnership with Bluewater Trails Committee, City Engineering and Community partners
- Asbestos Product Surveys completed for Parks & Recreation buildings
- In conjunction with City IT, installation and implementation of new Active Net booking software including ability to process credit card payment
- Successful Canada Day events – parade, Canatara Park, Waterfront
- 2nd annual Community Parks Clean-up Day – 30+ sites registered and 600+ volunteers
- Remediated 4 baseball diamonds
- Award of Advertising & Marketing contract

Arenas:

- Successful recruitment of the General Manager of PASA and Arenas
- Council adoption of the Arena Administration and Allocation Policy and Procedures
- New naming rights agreement and sponsors for Progressive Auto Sales Arena
- PASA improvements
 - New website
 - New accessible ramp installed outside of Rink 2
 - Accessibility audit completed
 - Energy projects completed in collaboration with Bluewater Power
 - Computer system upgrades for improved building automation
 - Bank machines installed with maintenance agreements

- Security cameras installed, which contributed to the successful apprehension of the bank machine thief
- Suites improvements
- Undertook landscaping in collaboration with Lambton College
- Repainted entire PASA rinks to Sting colours
- Hosted several events, including 34 regular season Sting games and 3 playoff games, 4 hockey tournaments, Women's National team event, college and high school convocations, Chris Hadfield speaking event, circus event, Lambton College Emergency Services mock disaster
- Sarnia Arena improvements
 - Improvements to Legionnaires dressing room and showers
 - Secured new concession operator as a pilot to fill service gap
 - Gas line upgrade project to re-locate meter to outside of building
 - Accessibility audit completed
 - Installed new accessible ramp
 - Security cameras installed, eliminating illicit activities in lobby
 - Energy projects completed in collaboration with Bluewater Power
 - Hosted 2 hockey tournaments and one major figure skating event
- Clearwater Arena improvements
 - Sledge hockey improvement project completed on east rink with the assistance of Community partners
 - Accessibility audit completed
 - Architectural drawings completed for family accessible washroom
 - Roof replacement project completed
 - Security cameras installed as well as new security lock system
 - Energy projects completed in collaboration with Bluewater Power
 - Improvements to dressing rooms
 - Hosted several events, including ICan Bike event through Pathways, 33rd Annual Home Show, Emergency Preparedness Day event, 2 hockey tournaments, 1 major figure skating tournament, San Rocca Festival, Relay for Life event and Kids Funfest event

Planning, Building & By-law:

Bylaw Division:

- Council approval of Enforcement Policy
- Operation of Parking Ticket Review Committee resulting in reduced number of complaints regarding parking tickets; processed 146 parking review forms in 2016
- Processed 1,252 by-law complaints, 22% more by-law complaints over 2015
- Responded to 1,224 animal control calls, down 7% from 2015

- In conjunction with City IT, implemented CityView Parking software and realized efficiencies in ticket processing
- Issued 9,381 parking tickets, down 7% from 2015
- Re-located staff and demolished condemned parking authority building on Wellington Street

Building Division:

- In conjunction with City IT, implemented on-line inspection notifications – inspection reports now e-mailed directly to builders
- Reduced operating costs
- Increased revenues for permits, with total number of permits issued at 623 in 2016, up 22% over 2015
- Increased staff technical qualifications
- Restructuring of staff and internal succession planning to fill Deputy CBO position

Planning Division:

- Implemented development review and pre-application meetings – conducted 29 meeting which were well received by applicants with promising results for streamlining applications
- Processed 27 planning applications and 79 Committee of Adjustment applications (consent and minor variance)
- Completed housekeeping amendments to the Zoning by-law
- Prepared a community impact study associated with the closure of SCITS
- In conjunction with City IT, integrated planning processes into CityView software for site plan review and committee of adjustment applications for improved tracking and faster processing
- Facilitated credit card payments for application fees
- Reduced operating costs
- Supported the inaugural Council approved “Go Green” Awards in conjunction with the Sarnia Environmental Advisory Committee
- Reached mediated settlement on Sifton OMB appeals of Official Plan and Zoning By-law amendments
- Council approval of extension of Planning and Building Permit Fee Exemption Program (50% discount) in downtown and Mitton Village

Engineering/Public Works/Transit:

Engineering – Asset Management Planning:

- Developed Terms of Reference and Methodology for Data Collection for the Corporate Asset Management Plan and led the Team working with all City Departments
- Sanitary Sewer CCTV inspection Project

- Bridge Condition Assessment
- Visual condition Assessment of Forcemain Manholes
- Visual Condition Assessment of Pumping Stations
- Visual Condition Assessment of Stormwater Management Ponds
- Stormwater Management Standards Update to account for Climate Change
- Clean Water and Wastewater Funding (CWWF) Application for 2017 Talfourd Sewer Separation Project
- Water Loss Audit for 2015
- Sarnia Sewer Upgrade project (SCF) funding Program Management

Engineering – Design and Construction:

- Prepared the design and tender documentation for the Harbour Road Watermains and Sewer Rerouting Project
- Completed the Talfourd Street and Queen Street Reconstruction – Combined Sewer Separation Project which included complete reconstruction of the watermain, road and boulevard.
- Completed the Savoy Street Reconstruction Project which included a large diameter watermain replacement project complete with sewer and road reconstruction. This project included coordination and cost sharing with LAWSS and the County of Lambton.
- Completed the Donald Lamont Drain relocation along Waterworks Road. Staff worked with a Drainage Engineering consultant to relocate the existing unstable drainage ditch off the road allowance
- Completed a construction contract for TMP initiatives and Streetscaping – This was our second year at successfully creating a tender to undertake miscellaneous concrete repairs and accessibility improvements, Sidewalk infilling and Transit Facilities Improvements, throughout the City
- Completed the Howard Watson Nature Trail Rehabilitation Project – coordinated with Parks and Recreation staff to tender, design and administer a successful contract in conjunction with Bluewater Trails
- Completed the North Slip Road Improvement Project – which included working with the Director of Economic Development to design, tender, construct and cost share a rehabilitation of North Slip Road northwest of Exmouth Street. Coordinated with Public Works and the Village of Point Edward.
- Completed Emergency Shoreline Repairs along Lake Huron and multiple locations – strategically developed repair methods to fight erosion along the banks of Lake Huron in Bright's Grove with a goal to

realize efficiencies and material savings for future permanent revetment works

- Co-ordinated Public Meetings regarding the Shoreline in Bright's Grove east of the Cull Drain.
- Updated standards and specifications

Engineering – Development and Transportation:

- Continued Implementation of the 2014 Transportation Masterplan (TMP) – Active Transportation, Sidewalk infilling, Bike Lanes, General roadway and access improvement as outlined in TMP, Traffic signal and right of way control improvements as outlined in TMP
- Reviewing and improving the Oversized-Load Moving Permit application process – by conducting route pre-screenings to recommend preferred or designated routes and also maintaining an inventory of structural crossing data for future reference
- Development of an integrated "Roads Calendar" for all planned use of the City's ROW – Movement for oversized/overweight structure – Road Closure due to: Capital Project/ Special Event, Municipal Consent, Hoarding
- Updating standards and specifications
- Developed a new standard utility cross section

Public Works – General:

- Initiation of Phases 2 and 3 of Centennial Park Remediation with significant City Staff involvement with Golder-led project management
- Completed the Bright's Grove Lagoon Upgrades Project which will allow for ongoing development within the urban boundary in Bright's Grove
- Finalized a new Water and Sewer Service Agreement & Communication Protocol with Aamjiwnaang First Nation and assisted with the Community Signing Celebration
- In conjunction with City IT and Sarnia Fire & Rescue, began implementation of Target Solution, an e-training and record keeping program for staff compliance with SOP's, Acts and Regulations.

Public Works – Water Pollution Control Centre and Pumping Stations:

- Significant Progress on the Bedford Pumping Station EA and preliminary design – 98% complete.
- Completed three (3) generator replacements at pumping stations
- Undertook the replacement of Raw Sewage Pump #4 with a new VFD pump at the WPCC

- Completed chain and associated equipment replacements on primary and secondary clarifiers

Public Works – Water/Sewer/Roads:

- Initiated a new Vac-a-Tee and Pipe Patch program at a minimal equipment purchase cost of approximately \$12,000.
 - The Vac-a-Tee allows for the installation of sewer lateral cleanouts by hydrovac excavating with only an 18"-24" hole, greatly reducing the restoration impact saving time and cost. One or two driveways having been saved by using the pipe-patch method of repair has paid for the entire investment of the Vac-A-Tee and Pipe-patch equipment purchase.
 - Pipe patch allows for small fiberglass epoxy patches inside laterals without requiring excavation having (depending on size of an excavation repair) the potential to save seven restoration crews attending to location. A unique use we have devised at PW is adapting this repair for a clean-out stack that is pulling out from the "Y" connection at the lateral, saving stamped concrete driveways or large sections of concrete driveways being removed for repair.
- Introduction of a winter month 3 shift rotation to reduce overtime costs and ensure staff availability for workers to perform emergency work
- Progressed forward on the backflow prevention program. In the DWQMS element 7 risk Assessment it had been identified that the risk of contamination from ICI was our biggest potential issue. The By-law to address backflow prevention and possible contamination of the water distribution system was developed and passed by Council.
- Developed and introduced a Fats, Oils, and Grease (FOG) Program and compliance for grease trap maintenance. PW staff partnered with and is attending the fire safety inspections with Sarnia Fire & Rescue to perform grease inspections and provide compliance education on the City's FOG Program at local restaurants/businesses. The partnering initiative has improved the level of customer service to our business owners by making better, more efficient use of their time.
- Repurposed the old "Auto Werks" building for seasonal storage and possible crew work space, allowing bays in the existing buildings to allow for the parking of plow trucks. This is beneficial for drivers to properly perform pre trip inspections and proper washing off of accumulated salt build up and drying preventing freeze up and equipment repairs due to salt rot.

Public Works – Fleet:

- Successful recruitment of a new Fleet Superintendent
- Implementing changes to extend Fleet Life through- reviewing the last year's average mileage per month on each vehicle in the fleet. The main target to date has been pick-up trucks. We have exchanged eleven pickups based on mileage and usage. Based on historic usage the exchange program will extend the useful life cycle on our truck fleet. This program will be monitored yearly.
- Implementing a process of dual-purposing fleet equipment has allowed us to remove a three ton truck from the road. We have started to use a three ton truck from Public Works for cold patch and in November Parks and Recreation staff will use the same truck for leaf cleanup. Parks and Recreation staff will start using a Trackless unit in 2017 in the summer months to cut grass and the unit will return to Public Works for snow removal in the winter
- Effected fleet reductions/repurposing – by removing a 1998 Chevrolet truck from Transit, a 2006 Ford cut-a-way from Transit, a 2002 Ford Truck from Forestry, a 3 Ton Truck from Public Works, and a 2001 from Parks and Recreation which was used to replace the 2002 Ford Truck in Forestry

Transit:

- Transition of Transit Department into the Engineering Department.
- Shelter and Pad replacement was started in 2015 and continued in 2016 from funds carried over from 2015. There have been approximately 25 concrete pads completed to date.
- Installation of two solar powered shelters; this project is in place to meet the AODA legislative compliance.
- Installation of CAD/AVL system in the fleet
- Addition of three 40' buses to the fleet and one High Floor Cutaway for Care A Van
- All Transit routes are fully accessible and all staff received training on securement of wheeled mobility aids, i.e., wheelchairs, scooters and transport chairs and loading procedures to be AODA compliant.

Appendix A – 2016 Fire Incidents

Property Fire/Explosion	2016
Fires (Loss Reported)	\$1,357,253
Fatalities	0
Injuries	2
Fires contained to area of origin	184
Kitchen Fires	37
No loss outdoor buildings	48
Public Hazards (Total)	303
CO Calls	213
Gas line, power lines	34
Odour investigation	56
False Alarms (Total)	499
False Alarm to large buildings	269
Outdoor Fires	
Grass Fires	40
Open Burning Complaints	125
Tiered Response Medical (Total)	1,243
Advanced Life Support (ALS)	138
Basic Life Support (BLS)	1,030
Assist EMS (Lift assist)	75
Motor Vehicle Collisions (MVC) (Total)	201
Auto Extrication	23
Vehicle Fires	19
Specialized Response	
Industrial Response	25
Hazardous Materials	12
Water Rescue	9

During 2016, Fire responded to 2,727 incidents. The above breakdown is not totally inclusive of all 33 call types.