



2018 Municipal Election - City of Sarnia Candidate Survey

Government policy is critical to the competitiveness of our business community.

That is why the Sarnia Lambton Chamber of Commerce wants to help you pick the right people to represent you on city council, people who understand the issues that you care about and make wise decisions that enable businesses to grow and the community to prosper.

According to a survey by the Ontario Chamber of Commerce, the top 3 priorities this municipal election for businesses in this region are:

- * Taxes
- * Economic growth
- * Infrastructure investment

We asked the Sarnia mayoral and council candidates where they stand on these issues.

Read further to see how they responded.

Click on the questions below to read the candidates' answers.

- Question 1: How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?
- Question 2: What are the top 3 issues that you are most interested in addressing once elected?
- Question 3: What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?
- Question 4: Employers are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?
- Question 5: An estimated \$39 million is needed within the next 10 years to fix and replace infrastructure that is in poor to very poor condition. In 2019, the new council will have to agree on a financial strategy to fund this. How would you tackle the deficit in a fiscally responsible manner?

[Click here to see candidates' contact information](#)

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Mayoral Candidates

Anne Marie Gillis

The role of Council is to represent the Public, develop and evaluate policies and procedures, determine the services and maintain the financial integrity of the municipality.

Under the new Municipal Act (2003) Council is the Body Collective which includes the Mayor.

I have represented the people of Sarnia as your Councillor for the past 15 years. I have weighed and measured every decision, a skill I learned from my mentor Brother Anthony Vandenheuval.

As a City Councillor I was chosen by my peers to be Chair of the Sarnia Police Service and Deputy Warden of Lambton County. I have provided Leadership to my peers , and I will bring Positive Leadership to Sarnia as your Mayor.

Fred Ingham

Mike Bradley

I am tried, tested and true serving the citizens of Sarnia for the past 30 years as Mayor. The Mayor's role is to be the watch dog over the expenditure of the citizens tax dollars and to advise Council and the Community on short and long term directions. That is what led to our Waterfront development, the Sports Complex, the Research and Business parks among Sarnia Accomplishments. As a former head of the Large Urban Cities of Ontario and the instigator of numerous campaigns leading Mayor's from Ontario of municipal and community issues have demonstrated Leadership that Works. Have headed many other organizations with the support of others. The key is listening and building alliances.

Kip Cuthbert

City Council Candidates

Gregory Jones

It comes down to making sure our tax dollars are spent wisely and efficiently. Living in Sarnia running my own little company being a tax payer on two houses, I feel our tax money could be spent better. I have built up my own half decent wealth over the years. I am wise with my money and can do the same for the city.

David Waters

I feel the biggest role and responsibilities of the Council is to work on behalf of the citizens of the community in which they were elected. To watch over and spend wisely their tax dollars on the services and resources that are needed most for the betterment of the city. And they must do this in the most professionally. I have served in Provincial and National roles for Cooperative Housing and have conducted myself in a professional manner always looking first at how the decisions we make impact the people we served. The way i do business won't change, upfront and honest and looking out for the people,

Peter Athanasopoulos

Marie Timperley

Roles and responsibly of council is ACCOUNTABILY !

Working together professionally and hearing our citizens concerns with having more input by our citizens on some major decissions .My experience is you cannot spend if you don't have it so if some things have to be put on the back burner then as a councillor taking a hard close study of the infrastructure Is important to me.

Dave Potts

Council is responsible for the well being of the community and its voters, as well as policies and procedures. I have been in the emergency services field for 33 years and have experience I think will help make Sarnia a better place.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Susan Theresa MacFarlane	The elected council should represent the public and consider the well-being and interests of Sarnia. In addition, council's role is to develop and evaluate policies and programs, determine which services Sarnia provides and ensure the accountability and transparency of the City's operations. I am an Environmental Engineer with over 25 years of experience in both public and private sector organizations. For the past eight years, I was General Manager of Lambton Area Water Supply System which supplies drinking water to about 100,000 people in Lambton County. I believe my experience and achievements at LAWSS has prepared me to be an effective and successful City of Sarnia Councillor.
Eric Dalziel	I would represent all citizens of Sarnia, making informed, balanced decisions that are important for current issues while looking to how the decision affects the future. I believe the role of City Council cannot be self-serving, nor should decisions be made for self-serving citizens. I will make decisions with Citizen Safety, Health and Environment in mind and yet at the same time prioritize a worst first priority while watching the amount of budgeted money available. We need to look to the future, as part of our job and not get caught up in the present, i.e. Emterra is our current Recycle Contractor. Emterra is the only contractor to bid on our scope of Recycle. Emterra is telling Sarnia how it will package our recycle. We have 3 years to find more contractors and find better ways to package our Rubbish and Recycle.
George Vandenberg	To be civil to each other is paramount. I am currently the Chair for the Sarnia and District Humane Society and have held that position for the last six years. As a new Chair I took over a Board that was not working well together. Over time I have a Board that I am proud to say is one of the best group of people that I have had the privilege of working with and together we are making things happen.
Meghan Reale	Council works to represent the residents of Sarnia regarding important issues facing the city, including the day-to-day functions as well as decisions that affect our future. In making these decisions, council must keep the well-being and quality of life of our citizens in mind, always looking to maintain and, when possible, improve upon both. If elected, I will work to advance the economic, social and environmental interests of our citizens. As a former federal customs and immigration officer, I gained the skills needed to be an effective representative, including active listening and concise communication skills, managing dispute resolution while working in a collaborative team.
Matthew R J McDonald	Council is elected to make decisions based on the input of their constituents, city staff and expert opinions. Effective Councillors will have a good relationship with city staff from all departments as well as maintain an active roll in the community, making all efforts to stay in touch with the people and businesses they represent.
Terry Burrell	Council members are elected by the voters to represent their interests in the in conducting the City's operation. I have 20 years of City Council experience and, as a practising Chartered Accountant, I have a lot of business and financial experience.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

John MacIntyre

City Council must first and foremost be accountable to the electorate. The people put you in office and their voices and concerns must be given substantial weight. I will consider the pros and cons of every issue I am asked to vote on and deal with it in a fair, honest and equitable manner.

For the past 16 years I have served as a Director at the Sarnia Girls Soccer Club. During this time I have held many different roles and am currently Tournament Director, Ontario Cup Chair and Chairman of the Disciplinary Committee. I have had to deal with many sensitive and complex issues and believe that I have developed exceptional interpersonal skills and become adept at problem solving and resolution

Janet Chynces

Nathan Colquhoun

City Council's role is to efficiently manage and implement the city's budget in a responsible and professional manor putting the interests of it's citizens first.

My education in social services, accomplishments in business, handling multi-million dollar budgets, and experience as a charity director have given me significant insight into organizational leadership and strategic planning. I am a strong supporter of unions and workers' rights, public services to boost the quality of life for everyone, and scientific research to implement policy.

Matt Mitro

The Mayor is the CEO of Council & is responsible for Chairing meetings & representing Council's decisions to the public. The Mayor is a first among equals with only one vote. He, or she, should communicate their positions and ideas on issues to fellow Council Members after reviewing all of available material, gathering public input. Go to Council meetings with an open mind further discuss the issue amongst Council & Senior staff &, finally, vote your informed conscience.

Being on City Council for 4 years, I have a good understanding of how to fill a Councillor's role. I always bring the benefit of my extensive Educational, Business, Volunteer & Community service experience as a Councillor.

MB. Villanueva Jr.

Council and its members are responsible for the continuous growth and prosperity of the city. They must act to assure that Sarnians stay in Sarnia and not look elsewhere for jobs, etc. However, since 1989 I have observe a decline in infrastructure, a continuing increase in business closures and a deteriorating drug problem. These are not impenetrable problems but it needs knowledgeable people to deal with it. All talk will not reduce but rather exacerbate this problems.

Gail M White

Council is tasked with being the decision makers on policy and disbursement of funds for maintenance, contracts, etc on behalf of Sarnia residents. They are our voice. As a member of a cross-functional, multi-disciplinary team at Suncor, I have been privileged to experience good teamwork. When a team works well, it is like magic. We have open and respectful discussions and then decide on the best possible solutions together. We decide as one group what the path forward is going to be and support the group decision when presented to stake holders. I think this approach may be helpful in council deliberations.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Bill Dennis

Council members are elected to represent the public upon their consent and as such, a Councillor is the voice of those people. As a Council member you must then make decisions for the well-being of the City while remembering the perspective of those who put you there. As a professional real estate broker for almost 25 years I have been both listening to the Public and a true advocate for the City almost my whole life. I have been an ambassador welcoming and introducing new residents to our City while contributing to the growth of the Community. I have deep local roots and am also highly financially literate given my daily investment market activity.

Michelle Nicole Parks

It is the role of Council to act in the best interest of every rate payer in the municipality by setting policies, procedures and programs that do just this. Council would also ensure the accountability and transparency of operations within the municipality.

I feel that my twelve years as a Catholic School Trustee, my board governance and business management experience has prepared me very well for a position on Sarnia City Council. In a trustee position I am acting in the best interest of every student in the board and as a Sarnia City Councillor I would be acting in the best interest of every rate payer in the municipality.

Bryan Trothen

City council functions much as a non-profit Board of Directors: setting direction and policies, budgeting carefully to provide the community's basic needs, conducting meetings with courtesy and mutual respect, realizing the limits of their personal knowledge, working closely and respectfully with staff, and staying in touch with public opinion.

I have been a volunteer with the following organizations: Distress Line, Planning Advisory Committee, Heritage Advisory Committee, Community Legal Assistance, Poverty Reduction Network, Community Homelessness Initiative Network, Lawrence House, Bluewater Health Advisory Panel, Sarnia Police Services Board, and I often held executive responsibility.

Steve Blair

Denise Robertson

I was born and raised in Sarnia, lived here my whole life. I ran my business "Forever Classic", from 1996, to 2009. In 1999, I initiated changes to the city home occupation bylaws to make them updated and allow people to more easily start and use home occupations, in order to grow large enough to leave the home and begin to fill the many empty retail spaces available in town

Since the last election, when I ran for a council chair, I have served Sarnia by sitting on the planning advisory committee for two years and presently on the committee of adjustment for the last four. I have also attended two city out of town conferences and further in town training, preparing me for this role.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Joe Hill The Role of Council is to:
1) Represent the Public and consider the well-being and interests of the municipality. 2) Develop and evaluate the policies and programs of the municipality. 3) Determine which services the municipality provides. 4) Ensure that Administrative and controllership policies are in place to implement the decisions of council. 5) Ensure accountability and transparency of the operations of the municipality. 6) Maintain the Financial integrity of municipality.
My experience as a "Project Manager" and Team Leader in my past working life along with my Volunteer experience on several committees at City Hall have prepared me for this role.

Dan Joseph Harding
Joseph Thomas Santoro

Melody Gibson The role of council and its members is to set the overall direction the city will go by creating policies. These policies will be the foundation for City Administration to do its job running the municipality. Council should ensure it has researched current policies, and continue to revisit . The members of council are there to keep in contact with the citizens and bring anything to the attention of council that pertains to the welfare or interest of the municipality.
With over 25 years in the public service and sales industry, as well as 20 years of various volunteer positions (from parent council to chair) I have learned the value of hard work, honesty, respect, networking and creativity.

Fanina Kodre

Bill (Hawk) Hawkins Council the mayor and the people , not high paying help should be runing our city .I am not a politician ,but in my 49 years of working I was in supervision positions .My wife and raised two of ou own children 4 that weren't ours,and know we were not foster parents. That in itself wil help me to do the best that I can for the people Sarnia.I make only one promise that is to try and bring stability back to our city. All other problems will take all councillors and mayor to do the right thing.

City/County Council Candidates

Andy Bruziewicz The Council is the governing body of the municipality. It is the trustee of its powers, legislative and administrative. It exercises powers by by-laws and resolutions. A Councillor work with other elected officials to set the overall direction of the municipality through their role as a policy maker. These policies are the guidelines for administration to follow as it does the job of running a municipality. Experience: 24 years Sarnia Council, 16 years the SCRCA board (including 3 as the Chair`), 6 years on the Sarnia Hydro board (former Chair) , 3 years on LAWSS (2 as the Chair) , OMWA and OGRA Boards of Directors. Former Corporate Director Nordex Explosives, City Committees.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Graham Pedregosa

First and foremost, thank-you to all of you who are taking the time to read through all the responses from candidates.

Council has a duty to manage the affairs of the city and to ensure the best interests of Sarnians are looked after. I'm running for City and County councillor in part because many county decisions affect Sarnia directly.

I was born and raised in Sarnia but lived in Ottawa during my university years. There I was elected president of the Rideau River Residence Association, a 1.2-million-dollar organization. It was there I learned the importance of working within a team, advocating to different levels of government and engaging with stakeholders to achieve consensus.

The next term of council will see many challenging issues come to the forefront, some of which I'll be addressing later, my focus will be on being responsive to our neighbours and pushing council to be proactive. I think it's vital we lobby different levels of government for support and push for integrated programming to address important issues.

Bev MacDougall

Cohesive leadership is the role of Council that respects the opinions of all members to deliver responsible decision making to shape a healthy community worth living and investing in. I am a seasoned 4 term member of city/county council, serving as Warden of Lambton County for the 2015/2016 term, parallel with 19 years of management work in the not for profit sector focused on sustainable service delivery. Prior experience in association management of a business improvement area and operating my own design consulting service shaped a competent community developer with an ability to listen to and work with people which is a requirement of municipal politics.

Cole Anderson

I would describe the role of Council members as serving their community by representing the ideas, concerns, and visions of their fellow citizens with the goal of fostering an environment in which everyone can thrive. I strongly believe my past leadership experience as a member of the Community Advisory Panel at Bluewater Health and as a Student Trustee on the Lambton Kent District School Board has prepared me for the task of serving on City Council. It was through those roles I learned the true importance of serving with passion, respect and integrity which is exactly how I intend to serve the great people of Sarnia if I am elected.

Margaret Bird

Council is made up of elected officials whose primary role is to represent the people, in the most judicious way possible. My experience and expertise is diverse, with 39 years in Sarnia - teaching, research, industry, business, project management, creative and cultural arts, communications, community volunteer and mentor.

Norm Francoeur

Council members need to set directions and priorities for staff while maintaining fiscal responsibility. We need to listen to businesses and citizens, and then work with each other cooperatively to do what is best for the long term sustainability of our area. My information technology background of nearly 20 years in government gives me a strong understanding of how municipalities operate. I worked with every municipal department for over 16 years while living in Fort McMurray and maintained multi-million dollar budgets. This uniquely positions me as someone with a fresh perspective, who is future thinking, and with a balanced experience that can be counted on.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Dave Boushy

I am a former MPP for Sarnia-Lambton. I am your current City/County Councillor for Sarnia. My experience will help prevent major risks and problems that could result in heavy expenditures to taxpayers. We should keep the taxes down! My experience on Sarnia City and County Council and as MPP gives me the critical experience to bring our city positive and forthright leadership, steady leadership and balanced leadership. Sincerity, honesty and integrity are key issues. With time, issues change but the person's integrity do not. You have to look at the candidates and their record. When people sit down to consider who they will vote for, they consider whether the individual can be trusted, to act in a sincere way and in the best interest of the community. The right decisions regarding social and economic issues depend on a genuine desire to serve the community. I believe the majority of people have faith in what I do.

Our community has a lot to offer:

Moving ahead – Commercial companies and Industrial Companies have started to expand. They are the blood of the community. We should take advantage and make every effort to support them and push for economic growth resulting in more, well paying jobs.

During council's last term, Council in-fighting did not shine a bright light on our community, rather it killed the vitality of our great city. We have to get back to fundamental common sense leadership, with everyone working together for what is best for our community.

Mike Stark

I believe my personal experience is what qualifies me to seek the role of City/County Councillor. I have already fulfilled the roles that I am seeking election for. In 1985, I was elected as Alderman in the City of Sarnia. In 1988, I was elected Reeve of Clearwater and served on County Council during my term commencing in 1988. My family has been in business since 1965 and I served as President of the Chamber of Commerce in 1983 and Campaign Chairman of the United Way in 1984. My business experience includes a period of some five years in the role of a financial planner where my previous municipal budget experience assisted clients with their financial planning needs. I fully anticipate that this background will assist my colleagues with the complexities of municipal finance. As such, my role will be to act as a team player in developing strategies to move the City forward towards a mutually agreed upon direction.

The responsibility of all members of Council is to vigorously debate issues and finally come to a consensus which all members can accept as the democratic position of the majority. That direction, once agreed upon, is then the Mayor's role to articulate on behalf of all the Council. If proper respectful debate is the norm, I see no reason why the Council cannot operate in a cohesive and productive manner.

Al Duffy

The role of city council members is to work as a team to deal with any and all issues that affect the efficient operation of the city. Use their extensive experience they have acquired through the years to help come to decisions that best serve the community as a whole. Consult with the tax payers to also help them come to the best possible conclusions that would move the city forward in the best way possible.

Question 1

How would you describe the roles and responsibilities of council and its members, and what in your own personal experience has prepared you the most for this role?

Brian White

Aside from the technical description in the Municipal Act, Members of Council are stewards of the tax dollars we pay, and the services we expect in a civilized community. Being prepared for meetings through thorough research, reliance on experts in subject areas and community outreach is critical. My role is to collaborate with 8 other members of Council, to leave my own needs at the door and make decisions for the betterment of the community as a whole. Aside from one term on Council, my experiences that best prepare me for this role include running several small businesses, being a father to kids with special needs and years of community service, particularly in the social service sector.

Ian A.J. Hope

Council is accountable to the electorate for addressing the ongoing and long term needs of the Corporation and its citizens, by defining priorities, setting policies and direction and ensuring their implementation. This requires allocating often limited resources between competing drives. The ongoing and long term health of the city, whether financially, culturally or other, must be paramount. My background over 40 years as an engineer, business analyst, and especially as an empowered project manager of large and complex initiatives has trained me in business, accounting, team member and team leadership (two different roles), visioning, planning & stewardship – exactly the skills required.

John Parker

Use logic, common sense, maturity, and business skills in recommending decisions that are economically sensible and are in the interest of the taxpayer and are good for the city in general. Keep in mind that it is taxpayers' money, not the city's, that must be kept firmly and foremost in mind. Research thoroughly the circumstances surrounding the situation, or problem, and document important factors, "sleep on" the possibilities of resolution; and the effects that could occur on adjacent situations of negative, and positive factor. If a decision is difficult to satisfy, start looking for "middle ground". If the facts are good, recommend yes, if not, say no, leave it alone, till later and maybe never, and never be intimidated to agreeing to anything that is not considered good and correct. Good education. Ryerson Business grad and U of Toronto courses in finance. Canadian Officer Training Course grad. Full Lieutenant Royal Canadian Army Service Corps. Credit Mgr over \$1.5m in receivables for Glidden Paint Mfg. 40 yrs operating personally owned paint manufacturing co. and 4 Toronto commercial distribution centres, and some 10 commercial properties.

Question 2

What are the top 3 issues that you are most interested in addressing once elected?

*Answers are in no particular order.

Mayoral Candidates

Anne Marie Gillis	New infrastructure investments Government accountability and leadership Permitting, regulations and red tape
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Fred Ingham

Mike Bradley	New infrastructure investments Government accountability and leadership Economic development
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Kip Cuthbert

City Council Candidates

Gregory Jones	Addiction treatment and rehabilitation Mental health services Workforce development and jobs
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David Waters

	New infrastructure investments Affordable housing Economic development
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Peter Athanasopoulos

Marie Timperley	New infrastructure investments Taxes and fees Debt and deficit
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Dave Potts

	Government accountability and leadership Economic development Permitting, regulations and red tape
--	--

Susan Theresa MacFarlane

	Government accountability and leadership Taxes and fees Permitting, regulations and red tape
--	--

Eric Dalziel

	Taxes and Fees Economic Development New Infrastructure Investments
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George Vandenberg

	New infrastructure investments Debt and deficit Tourism, arts, festivals
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Question 2

What are the top 3 issues that you are most interested in addressing once elected?

*Answers are in no particular order.

Meghan Reale	Workforce development and jobs Mental health services Economic development
Matthew R J McDonald	Economic development Tourism, arts, festivals Permitting, regulations and red tape
Terry Burrell	Government accountability and leadership Economic development Police, fire and emergency services
John MacIntyre	Workforce development and jobs New infrastructure investments Government accountability and leadership
Janet Chynces	New infrastructure investments Government accountability and leadership Economic development
Nathan Colquhoun	Economic development Parks and recreational facilities Permitting, regulations and red tape
Matt Mitro	New infrastructure investments Government accountability and leadership Economic development
MB. Villanueva Jr.	New infrastructure investments Addiction treatment and rehabilitation Environment
Gail M White	New infrastructure investments Tourism, arts, festivals Accessibility
Bill Dennis	Taxes and fees Economic development Permitting, regulations and red tape

Question 2

What are the top 3 issues that you are most interested in addressing once elected?

*Answers are in no particular order.

Michelle Nicole Parks	New infrastructure investments Economic development Debt and deficit
Bryan Trothen	New infrastructure investments Economic development Tourism, arts, festivals
Steve Blair	
Denise Robertson	New infrastructure investments Economic Development Debt and deficit
Joe Hill	Transit/transportation Environment Provincial/federal government relations
Dan Joseph Harding	
Joseph Thomas Santoro	New infrastructure investments Economic development Provincial/federal government relations
Melody Gibson	Workforce development and jobs Affordable housing Addiction treatment and rehabilitation
Fanina Kodre	
Bill (Hawk) Hawkins	Taxes and fees Other Permitting, regulations and red tape
City/County Council Candidates	
Andy Bruziewicz	New infrastructure investments Economic development Provincial/federal government relations
Graham Pedregosa	Provincial/Federal government relations Workforce Development and jobs Addiction Treatment and Rehabilitation (Community Safety)

Question 2

What are the top 3 issues that you are most interested in addressing once elected?

*Answers are in no particular order.

Bev MacDougall	Government accountability and leadership Taxes and fees Economic development
Cole Anderson	Workforce development and jobs Government accountability and leadership Economic development
Margaret Bird	Workforce development and jobs Government accountability and leadership Economic development
Norm Francoeur	Government accountability and leadership Tourism, arts, festivals Other
Dave Boushy	Workforce development Economic development Debt and deficit
Mike Stark	New Infrastructure Development Economic Development Taxes and Fees
Al Duffy	New infrastructure investments Taxes and fees Permitting, regulations and red tape
Brian White	New infrastructure investments Addiction treatment and rehabilitation Economic development
Ian A.J. Hope	New infrastructure investments Economic development Debt and deficit
John Parker	Government accountability and leadership Taxes and fees Addiction treatment and rehabilitation

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Mayor

Anne Marie Gillis

Sarnia is on the move and I will keep it moving by supporting existing businesses, industry and development. The creation and implementation of Sarnia's Strategic Plan, a plan that involved Council, Staff and the public, has seen a dramatic change in the landscape in all parts of the city. I want to continue this initiative. How, by cutting the red tape, streamlining the permitting process, and encouraging land development, while protecting residential neighbourhoods, our Aamjiwnaang neighbours, and the rural component of our city. The Planning department have made fundamental changes, but more needs to be done, to ensure that Investors know that "Sarnia is open for business."

Fred Ingham

Mike Bradley

As long time past Chair of the Sarnia Lambton Economic Partnership and the current Chair of the Western Research Park have been heavily involved in building relationships with Business, Labour, Educators and others to develop the "New Sarnia. Helped bring together Business and Labour to develop the Projects Agreements that have brought in billions in investment to Sarnia Labour. It's all about collaboration. Sometimes a Mayor is a leader; sometimes a cheerleader and sometimes a spear carrier. Have been involved in building the region as a destination place. Alone we can do so little together, we can do so much to quote Helen Keller.

Kip Cuthbert

City Council

Gregory Jones

We need to build up infrastructure so when new business comes or is looking at Sarnia we are ready for them. I would support the city in offering low interest loans to make improvements to the facade of their business.

David Waters

First and foremost we need to identify what sets us apart, what resources do we have here that can attract people. We need data on our city, how other business are performing and being sustainable within our community. Make this a city that is vibrant and alive and relevant for the younger people. We need to tap into our location and the waterfront and position ourselves as a international destination. Lastly we need visionary leadership. Long gone our the days of living in the same box.....

Peter Athanasopoulos

Marie Timperley

Heavy load corridor more work for fab shops and mechanical contractors we have the manpower

Dave Potts

I think we need to improve our infrastructure so Sarnia is more attractive to new business and possibly look at tax breaks to entice new business. Lowering hydro rates and helping local business find ways to succeed in Sarnia is important.

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Susan Theresa MacFarlane The role of council in attracting business and industry is to create environments and conditions which support and encourage those types of investments. I believe we need to make assisting new and existing businesses a priority for all city staff. Council should also review all required paperwork and development fees (including water connection fees) to ensure that Sarnia requirements are in line with other communities of a similar size and demographic. Sarnia Council should also support and actively participate in organizations like the Economic Partnership, Tourism Sarnia-Lambton, Chamber of Commerce, Bioindustrial Innovation Canada, Western Research Park and Lambton College.

Eric Dalziel No easy answer here. 1. Attract NOVA 2.2 Billion Equipment and Service providers who do not have an Office and/or Shop here in the area. 2. Look to the Heavy Equipment Corridor that might have some land available where a Heavy Equipment Business could move in. 3. Why has Great Lakes High School basically come to a standstill. 4. Use Bob Bailey, i.e. for 15 years we have been the minority Conservative area and now we are the majority party, Bob should be looking at Sarnia for some Provincial money???? Meet with Bob as he should understand who we should meet to go after Provincial Money.

George Vandenberg Getting out and meeting with business leaders in all of Canada and elsewhere to introduce them to Sarnia and see our excellent workforce.

Meghan Reale In my opinion, Sarnia is doing great things to attract more businesses. The collaborative partnerships between the Western Research Park, Lambton College, Sarnia-Lambton Economic Partnership have been very productive on this front. As a councillor, I would look to champion these types of collaborations serving as hubs of innovation for business and technology. Our elected council should work with these groups to promote their footprint on the national and international stage. In regards to our successful local businesses, their input should be more actively sought during the early planning stages of city initiatives. Business should be at the core of plans to revive Mitton Village.

Matthew R J McDonald The city has made efforts to update and streamline the IT department, which will include easier access to services like permitting. Efficiencies here will be essential in making it easy for businesses to start, relocate or expand in a timely and cost effective way. I would make every effort to encourage this modernization process. Business is attracted to competent workers and affordable land and labour as well as access to costumers. Sarnia already has the first two, but for some larger scale manufacturers, the last one can be difficult. My goals would be to continue moving forward with the construction of a heavy loads corridor, as well as to improve access to our harbour and airport.

Terry Burrell Keep taxes reasonable, maintain and improve services, and be supportive of business initiatives.

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

John MacIntyre

I think tax incentives may go a long way to attract business and industry. We also need to diversify. There has been too much emphasis on the PetroChem sector. To attract young entrepreneurs I would suggest a reduction of business taxes during startup for a proscribed amount of time.

Janet Chynces

Nathan Colquhoun

Introducing changes to management and organizational structure to allow for process to drive decisions rather than personalities. Good process does not allow for incompetence to get in the way. So a focus on updating processes and structures to avoid pitfalls will be pertinent. I've started multiple businesses in Sarnia, and I know first-hand the barriers that bureaucracy and irrelevant/outdated procedures create. Creating processes that allow for common sense approaches and people-centered solutions will give room for new businesses and local citizens to explore their potential.

Matt Mitro

To attract more business & industry to Sarnia we must provide a welcoming environment & proper supports - we have to be 'Open for Business'. This term we have streamlined our business engagement process by implementing Biz Pal Online permit & application portal & reviewed our planning, building & development methods. Our Economic Development process, now part of the Planning Department, is renamed Community Development Services & Standards Department to reflect a new 'One Stop Shopping' approach.

Businesses, Developers & Industry accessing resources & supports provided by the City in this way will change us from rule enforcers & fee collectors to solution providers & Business Consultants.

MB. Villanueva Jr.

Create a greater Sarnia Trade commission. Offer tax incentives to new industries. Generate funding for this commission without touching the base tax income. Collateral increase in labor, construction costs, housing construction, rental facilities, etc. will increase support to existing businesses. This is a very concise plan of action. Concrete planning will be presented to council once elected.

Gail M White

In order to bring industry to town, we will need to do outreach to other communities in the form of advertising and recruitment. In addition to the advertising we are already doing (Live, work, play videos), a delegation similar to the one that brought new doctors to town would be a good model to start working with.

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Bill Dennis

We need to ensure that we as a Community are viewed as a place to WANT to bring a business or build a business. As such, we need to support our new and existing Business community at every turn. Sarnia needs to be known for red carpet treatment for our businesses and NOT our red tape. If there is a way to make it easier for business then we should do it. There are other organizations also working in this regard and we must be able and willing to support these groups. This also includes the labour Community that we need to work hand in hand with. It's important to remember that at the end of the day we all want the same thing, a respectable, prosperous, safe and vibrant Community.

Michelle Nicole Parks

Diversifying our population/creating more job opportunities for our young people is one of my key goals. I believe Council should actively work at fostering a business friendly reputation and environment. We should be looking for new opportunities and business development and reduce red tape for existing businesses . As a cohesive group the new council should look at all policies and procedures for new and existing business whether that be planning, accessibility or zoning. The Parks and Recreation Master Plan is the perfect time to set the direction for Sarnia's future. We have many assets and the most beautiful waterfront in all of Ontario. Let's capitalize on our tourism potential!

Bryan Trothen

The first order of city business is to set a good example by itself being a well-run organization keeping its own house in order. Beyond being a pragmatic fiscal manager, the city must also intend to be an encourager and patron of an ambitious cultural policy. It is a matter of being a financially responsible, safe and secure community that encourages creativity and a positive lifestyle. In practical terms, council should continue to support the work of TSL, SLEP, and other such organizations in their efforts to promote economic development and job growth.

Steve Blair

Denise Robertson

I want to increase our revenue by encouraging growth, streamlining processes, and eliminating barriers to development .

Joe Hill

What is presently needed in local industry is diversification. We are presently held captive to a carbon based economy. Green energy is coming whether we like it or not and we need to be on the leading edge not being dragged kicking and screaming into a "Green Economy". We can better support local businesses by buying local even if we pay a bit more. We should also insure that our small businesses get the resources to insure their success. This includes more than just financial support and business loans.

Dan Joseph Harding

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Joseph Thomas Santoro

Sarnia needs a proactive and visionary approach to promoting itself to outside investors. For too long, Sarnia has remained relatively stagnant, from both a development perspective and our municipal reputation to outside investors. More often than not, the common theme I hear from outsiders is that our city doesn't appear 'open for business'. The reactive leadership we have had since the last 1980's has greatly crippled Sarnia's economic development. As a life-long Sarnia resident, it has appeared that municipal leadership has historically utilized a 'wait and see' approach to economic development. Specifically, "let's wait and see who wants to invest in Sarnia."

Our city has so much to offer, but we have not had the proactive leadership to efficiently promote our city. Our new council should take advantage of available opportunities to work with other municipalities and industry groups. The recent steps to rejoin the AMO is a great step in that direction. There is definitely something to be said about strength in numbers, especially when it comes to nurturing relationships and marketing Sarnia's unique strengths on a province-wide basis.

The same ideology applies when it comes to existing business in Sarnia. I believe businesses with similar operating concerns would benefit from joint cooperation. Two minds are better than one, and not all business concerns operate in a vacuum.

Multiple perspectives would achieve more efficient results and proposals than individuals working independently of one another. Brainstorming works, especially for possible city-wide concerns and/or issues.

Melody Gibson

Continue to support the increase in I.T. capabilities in order to attract more companies and support the ones we already have here. It will show that we are a city interested in joining in on the future and setting the path to thriving, not simply surviving. I believe working harder towards streamlining applications for permits will encourage new business, also to revisit policies that may be keeping current business owners from expanding, or thriving. For example our Food Truck bylaws, are they up to date, are they conducive to encouraging more of this type of business in the area. Food trucks are a great addition for tourists and citizens.

Fanina Kodre

Bill (Hawk) Hawkins

Less business tax. We need to advertise more, let the company's know what we have to offer. Get into the trade fairs, give incentives.

City/County Council

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Andy Bruziewicz

Implement my idea of the Regional Prosperity Corridor that was part of my platform in 2014 election. Oversized Load Corridor is only the beginning! Eliminate all the disincentives for the start-up of new enterprises. This include adoption of the fair and equitable water rate structure which currently is not competitive with other municipalities (10 inch commercial fixed connection charge in Sarnia is over \$70k annually , Windsor less than \$25k, Brantford less than \$1,000.). Keep taxes low and maintain core services. Learn the culture of potential investors and promote Sarnia within its context. That`s how Woodstock became a place of choice for Japanese investment.

Graham Pedregosa

It is no secret that our petrochemical industry employs many people in our city and we should naturally aim to continue to grow the sector.

I`m a small business owner, and as someone who is a co-founder of a creative agency in downtown Sarnia I have a unique perspective on how to build a creative industry within our city.

Our petrochemical industry cannot be ignored, we need to continue to attract investment in this sector, but we must also walk and chew gum at the same time: we need to diversify so that Sarnians have a choice of industries to work in.

To help support new business we need to create more opportunities and to look at city wide and county wide supports in creating bid packages and identifying critical infrastructure that can unlock new investment.

Bev MacDougall

I will promote affordability and liveability of our city while I support and encourage entrepreneurship and business development in traditional and emerging sectors of employment - industry, agriculture, tourism, commerce, bio-industrial innovation and high tech enterprise. Support to existing businesses is best delivered through sustainable municipal service delivery built on fair taxation, affordable service rates and business fees to fund expansion of a healthy business community in a progressive economy.

Cole Anderson

One of the main things that I would do to both attract more business and to support existing businesses would be to focus on reducing the severe infrastructure backlog that the city faces. Quality infrastructure is a vital element to attracting new business and it also allows existing businesses to operate efficiently and successfully.

Margaret Bird

Much better promotion, by the City, Tourism, and the government agencies. But, first, all the decaying roads and sewers must be fixed. The welcome mat must be out in full! Tax breaks would be good for new and existing businesses.

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Norm Francoeur

We need to portray ourselves as a council that can disagree professionally without grandstanding, basing decisions on facts. I'm open to suggestions and would be in favour of a business liaison office that would be responsible for guiding businesses through the various permits regardless of whether the permits are municipal or county or provincial or federal in nature.

We need to invest in our infrastructure proving that if we have the confidence to invest, then others will follow.

Dave Boushy

See first answer [Question 1)

Mike Stark

I believe an entirely new approach towards economic development should be investigated. A committee should be formed to investigate opportunities within the new economies. A full scale effort should be considered that focuses on expansion of educational facilities. We should consider the potential of elevating the incredible success of our own Lambton College. If I look at the City of Peterborough, which is home to Trent University, I wonder why not Sarnia? I consider Lambton College as a tremendous success story that could even be better. The faculty of the College should be tremendously proud of what has been accomplished and should be encouraged to take the next step.

With that direction, we would encourage an entirely new crop of students and faculty who would discover what a hidden treasure that Sarnia is as a potential new home. Our population has not grown in thirty years and it's time that we are open to new ideas around a new information based economy.

Al Duffy

As the representative of Sarnia Lambton Tourism to the Sarnia Lambton Workplace Development I would attempt to cut back on the "red tape" to make it more attractive to new investment. Working with TSL attempt to investigate an increase in Tourism to our beautiful city with its clean river and lakefront. Continued support to small business, especially those willing to re-invest in places like our downtown core that is also along our beautiful river.

Brian White

It's important to continue to support the great leadership at Lambton College in their successful campaigns to work with industry in creating research opportunities and fully trained graduates for today's evolving skills demands.

Through the Mitton Village Community Development Committee, I'm looking to build partnerships that will help revision our community. Business incubation, "win this space" initiatives and an updated Community Improvement Plan are just some ideas. This Committee is a pilot for my Motion of 2016 that Council passed, to create a broader vision for vacant commercial spaces across the City.

You have to invest in infrastructure if you expect others to invest in you.

Question 3

What would you do to attract more business and/or industry into town and what can be done to better support existing businesses?

Ian A.J. Hope

First priority is to take care of what we have. Our existing businesses are crucial for our community health as well as our finances. Groups like the Chamber have to have immediate and open access whenever they want to talk. Planning Dept improvements are welcome, but we need increased awareness and a broadly implemented plan to sell our area and its benefits. We have great attributes - geography, people, climate, affordable cost of living, some great groups We lack a broad consistent united effort to develop and advertise a welcoming and rewarding business environment. Note diversification. Note that small business employs more people per dollar than large corporations.

John Parker

To attract more business and/or industry into the Sarnia City and County many factors will have to be present that are more favourable than competitiveness, such as 1. Taxes levied. 2. Available, capable, reliable work force. 3. Easy access for supply and delivery of big trucks. 4. Least amount of gov't interference. 5. Greatest amount of government co-operation. 6. Suitable buildings and/or land. 7. A setting of the stage so profitability can be had.

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Mayor

Anne Marie Gillis

I am a supporter and advocate for Lambton College. The Curriculum offered supports our Large industrial needs, through partnerships, apprenticeships and technical programs and Service Sector needs such as Health Sciences. Lambton College is a valuable Research Facility .

Yes, Sarnia has an an aging demographic, but there is an emerging trend in Sarnia. The 20-44 cohort is growing (Population Projections Census Years 2016-2036) dispelling the premis of this question.Young families are attracted by good paying jobs, amenities like trails and parks, the weather, affordable housing. Younger people ARE attracted to Sarnia and I will ensure that the trend continues.

Fred Ingham

Mike Bradley

It's all about leadership and collaboration working with others. Long term skills training needs to continue be a priority for Sarnia Lambton as does newcomer attraction. Efforts are underway in both these areas that need to be built upon on an urgent basis. There are unlimited opportunities in skills trades and that needs to be promoted throughout Sarnia working with Business, Labour and Lambton College.

Kip Cuthbert

City Council

Gregory Jones

As a worker in the skilled trades I feel it is important to get out to the high schools and make sure the youth are aware of the trades here in Sarnia and the good living that can be made working in them.

David Waters

I think some of the answers above are relevant here. Some of these problems are fixed with some of the solution mentioned. It is the energy of bigger cities that draws people, the opportunists that drive them moving away. We need to create a community that meets the needs of that age group, from a business side and a social side. The younger generation is engaging in more outdoors activities than ever before, we can capitalize on that because of our location. But at the end of the day we need jobs for them, and affordable places for them to live.

Peter Athanasopoulos

Marie Timperley

We have the trades people We have the college We put the new corridor in and Nova Corruna That hopefully will be a good starting don't want to waste

Dave Potts

I would start by asking Sarnia's youth how to improve this very problem. How better to make Sarnia more attractive than to give our youth a place to work that they helped develop. Ask business to give input on whom they are lacking and the college to develop training.

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Susan Theresa MacFarlane

With our great shorelines, parks, trails, cultural events and other amenities Sarnia really should be "the place you want to be!" I also know Lambton College does a great job in promoting their programs (including skilled trades) at high schools and by hosting open houses throughout the year. To assist with getting more local people into skilled trades I think that industries and unions should get more involved in promoting their requirements to high schools throughout Lambton County. The other key to attracting and retaining talent is to foster positive workplaces with relaxed and productive atmospheres. Perhaps the City could host a workshop to promote positive workplaces?

Eric Dalziel

From my view point, attracting and retaining talent is not the answer. Our own kids are leaving Sarnia for other cities. I see "poor" trades people starting businesses and provide below quality services. I believe we have enough technical schools (Lambton College, Alexander McKenzie and the current Trade Unions). If we knew what the current and future Residential and Commercial trades needs are we could school our kids to meet the needs. It grows Sarnia/Lambton using our children.

George Vandenberg

We have to quit labelling Sarnia as a retirement community. We have Lambton College doing an excellent job in training people for careers in the area.

Meghan Reale

We can attract as well as retain local, Sarnia-born talent by prioritizing key infrastructure upgrades, thereby improving local economic development. One way would be form a capital planning team including local business leaders, civic engineers and labour leaders. Other pain points for residents' core quality of life measures that can act as deterrents for business growth. These include a) the mental health, addiction and homelessness affecting a growing number of Sarnians, b) high rate of unemployment and c) social inclusivity of groups such as LGBTQ+, immigrants, francophone. Each of these need to be addressed in order to encourage progressive development of our local economy.

Matthew R J McDonald

Sarnia has a very skilled workforce. Some of the best in the world, in fact. Institutions like Lambton college, UWO, and their affiliates or partners have made sure of this. Most businesses that would complain about not being able to find skilled workers, in my experience, are not willing to pay for this skilled workforce at the rates they charge, but instead choose to hire less skilled, less expensive out-of-town/transient labour, then wonder why the job was botched.

Beyond that, maintaining population depends on good employment options but also connectivity as well as local facilities for recreation, education, travel etc.

Investment often comes from disposable income...

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Terry Burrell

Support Lambton College and the various trades programs.

John MacIntyre

This basically goes hand in hand with the points I made in the previous response. Sarnia has an aging population and young medical professionals should be encouraged to locate here. Many of the services performed by these people are no longer covered by OHIP. The Ube plant could house multiple small industries. Again, incentives encourage diversity.

Janet Chynces

Nathan Colquhoun

I am the kind of person they are looking to attract, and I have owned and operated a marketing company in this market for the last ten years. I have a unique and qualified perspective on this challenge where I can see it from both the marketing and targeted demographic angle.

I lean towards people before profits, listening before speaking, unions before corporations, quality before quantity, honesty before inflated promises, respect before power, and local interests before global aims.

Matt Mitro

Diversifying our economy will attract more varied business, investment & industry. This, combined with our ability & legacy of innovative training of workers, both in industry & in our educational institutions, will draw new workers & retain our youth & skilled Workforce members.

To build our Workforce, draw & retain new skilled professionals & employees, we have to make Sarnia attractive not only to businesses, but to it's residents. That means working to provide, maintain, improve & build/rebuild infrastructure, services & amenities making the living environment easy & enjoyable.

Finally we need to better promote/sell our community, it's history, lifestyle & physical assets - Sarnia rocks!

MB. Villanueva Jr.

This is not new. I myself in 1993 have to go out of Sarnia to find a job. The influx of new industries will prevent migration of workers out of Sarnia and outlying towns. Proper treatment of foreign students by Sarnian's, will opt these new talents in staying in Canada. Poor people could not afford to send their kids to study abroad even with subsidies. These people have financial means.

Gail M White

In order to bring young people into the area, education is needed. Delegates from Sarnia should visit colleges and universities with a view to show all the good things Sarnia has to offer. Affordable housing, a gorgeous lake and beaches and a warm and welcoming population. At the same time, we need to educate our youth regarding the rewarding careers and trades jobs that are available right here in Sarnia.

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Bill Dennis

This question reminds me of the famous old adage "if you build it they will come" and by "it" I mean jobs! In my opinion, the answer for many questions/issues is the existence of valuable employment opportunities. We need to foster a municipal setting where jobs can grow and prosper. We need to do this by encouraging innovation, supporting our current businesses and courting new businesses. Furthermore, jobs will be the natural outcome from the positive business climate discussed in the previous question. By wholeheartedly supporting business and being known for our pro-business approach, jobs will come and people will follow. Let's all remember that "Rising Tides Lift All Boats".

Michelle Nicole Parks

Again this fits in with one of my key goals. Other than the above mentioned the city could be working very closely with our local board of educations and Lambton College to ensure that the programs are being offered that will keep our students here in Sarnia! High schools are currently offering Skilled High School Majors (SHSM) in many different specialties. Working closely with the school boards to bring in more specialties that will fit the needs of the city. Secondly we need to make re-locating or staying in Sarnia attractive to young people and young families. Attracting youth friendly and family friendly businesses will be easier if we are creating jobs for young people.

Bryan Trothen

This is a classic chicken/egg dilemma. Talent won't come to or stay in Sarnia unless there are jobs. Entrepreneurs and investors won't come if the jobs they want to create can't be filled by the local talent pool. In regard to training people for the trades, the responsibility lies primarily with the education system, the trades organizations, and to some extent even employers. Broader complications arise from the fact that as technology advances old skills become obsolete as new ones arise. Of course, there is also the very deeply entrenched social bias that places greater value on the professions than on the trades.

Steve Blair

Denise Robertson

I would invest in increasing our visability to be globally competitive, while simultaneously being fiscally responsible. We cannot afford to lose assets or people, we need to look long term and at the bigger picture towards growth. Saying " yes to big business". Retaining and attract youth by enticing large business to provide jobs, and encouraging exciting venues of entertainment suitable to all age sectors. Assist our realtors and tourism boards to market our city. Make it a priority to market and fill our light industrial park. " We can't attract more residents if we are not ready!"

Joe Hill

Provide free tuition for people interested in the skilled trades and finance this program at Lambton College with the extra tuition fees charged to foreign students. To attract and retain talent in Sarnia I would look to the successful implementation of the "Age-Friendly Sarnia Action Plan". This plan is presently in the implementation stage and I am part of the team. See page 12 Age Friendly Sarnia Mission. (Ref: Age -Friendly Sarnia Action Plan)

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Dan Joseph Harding

Joseph Thomas Santoro Proactive and visionary approach is absolutely necessary to properly promote Sarnia and emphasize all that Sarnia has to offer. Encouraging input from younger generations will help create a better mandate on what sort of development(s) would be beneficial in attracting new population, and also provide a vibrant and healthy community that the younger generation. Have to recognize that older generations may not necessarily know exactly what is considered the most appealing to the younger citizens. Multiple perspectives would also be beneficial in tackling these issues. The younger generation can speak for themselves and welcoming their input is an enormous step in changing Sarnia's reputation as a multi-faceted and vibrant community.

Melody Gibson

I feel that leaving things to rot, and not maintaining them is asking for a way higher bill at the end of the day. Emergency repair will always, always cost us more than the interest on borrowing. It is difficult to balance community expectations when we have aging infrastructure along with limited funding available to the municipality. This requires us to be more diligent in taking action to make our communities more sustainable and resilient. We need a plan of responsible asset management so that our children are not left with an unsustainable city infrastructure. We must study what we have, plan for what we need and then implement the plan in a way that does not harm our future.

Fanina Kodre

Bill (Hawk) Hawkins Find out what it is they want and talk to our schools. We have enough students willing to do what it takes to get good employment. Get the company's to put on job fairs. Also start getting local contractor bidding on our work. First, to many outside contractors getting our money and spending it elsewhere. We have the talent.

City/County Council

Andy Bruziewicz

Swiss education model is addressing these issues effectively. Their VET (Vocational Education and Training) Diploma combines the secondary classroom instruction at vocational school with apprenticeship. Lambton College is a valuable community asset that helps and deserves further nurturing to allow our youth to reach full productive potential. Sarnia already is an attractive place to locate for the talent from around the world. Recently I have met two young tech entrepreneurs from Brazil who could work from anywhere and chose Sarnia. Sarnia Tech Community is a new organization that deserves support in their efforts to bring the brain power to Sarnia.

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Graham Pedregosa As someone who was born and raised in Sarnia I have seen many of my peers go off to post- secondary and migrate away from our city.
I came back because I want to help build our city up. Working with my childhood friends we created a creative agency that is opening the first co-working space in Sarnia: a hub that will encourage entrepreneurship and that will make it possible for new businesses to open and flourish.
I am uniquely positioned to advocate for a younger generation to make Sarnia it's home – our community has so much to offer, in particular to young families and young professionals.
We must do more to pitch Sarnia as a location for talented workers to settle after they graduate from apprenticeship, college and university programs. We need to link new graduates to employers in Sarnia who are looking for new talent.

Bev MacDougall We need to step up our efforts of newcomer attraction; marketing the low cost of living in our right sized 'lifestyle' waterfront community, as we cross promote business looking for new talent and investors, industry seeking skilled trades people as older workers are retiring, our college ready and focused on training skilled trades and service workers - in a community that is easy to get to, marvelous to live in and close and well connected to larger centres. Engaging newcomers in all aspects of city life, welcoming their participation and valuing their contributions is where we need to focus our efforts if we hope to retain anyone choosing Sarnia.

Cole Anderson As a young person myself, I definitely recognize that this is a difficult challenge that the city faces. That is why I am committed to ensuring we work towards promoting Sarnia as an affordable and attractive city in which people with all different skills can live, work, grow, and raise a family.

Margaret Bird To convince people to stay here once trained, or to move here once trained, Sarnia must offer affordable housing and taxes, along with good opportunities for employment, education, entertainment, culture and arts. The City also has to show that all the roads and broader infrastructure are well taken care of. We already have the beautiful waterfront and beaches but we need everything else, too!

Norm Francoeur That's a catch 22 question. People leave because there are no opportunities to make a living wage. There are many passionate young people in this area and I've known some who have left for full-time work in other cities because they could only get casual work here even though working full-time or just shy of full-time hours. As a government we can ensure a clean, healthy, and safe community while providing forward thinking planning for parking, parks, evolving traffic patterns, and spaces for entertainment.

Dave Boushy See first answer [Question 1)

Question 4

Employers of all kinds are saying it's becoming harder to find qualified talent and business investors as the population is aging, youth are migrating to larger cities and not enough people are choosing careers in the skilled trades. What would you do to attract talent to Sarnia and retain them?

Mike Stark

I believe my previous answer touches on the areas that I believe are most important towards attracting a younger talent pool. I know that as a community we tend not to have the types of job opportunities that millennials are looking for. We do however, have housing opportunities and life style options that are attractive. We are located between the relative close entertainment options of London, Toronto, Detroit and Windsor. Couple that with our local entertainment options that continue to improve with innovative entrepreneurs who are prepared to take a risk.

It still comes down to being able to offer employment opportunities that will attract younger people who will decide to stay and raise a family. Until that happens, the population will remain stagnant or regress as we have experienced over the past thirty years. It is therefore imperative that a concerted effort be made to target information based industries.

At the same time, we cannot forget our economic base that has supported us for so many years. In that context, I believe we as a community must continue to fight for an industrial corridor that will allow our manufacturing base better access to transportation routes that will allow them to expand to the world class that they can be.

Al Duffy

I would continue to investigate all possible avenues through networking with other levels of government and local business. Networking and partnering , as I do with Communities in Bloom and the Technical Department at St. Patricks Secondary School as an example, contributing to the beautification of our waterfront and downtown core by "young people".

Brian White

There are people who want to leave the larger centres for smaller communities, including small cities and rural centres. A population attraction and retention strategy is one of my priorities. Projections of population decline are to be taken seriously. Suggested ideas include Grey County's "New To Grey" campaign. "Newcomers" includes anyone who would be new to the area, regardless of their origin. After an environmental scan, an outward effort to bring people, such as recruiting at job fairs in other communities, hosting bus tours and other outreach tools become key. There are many models to draw ideas from, and through the County of Lambton, a collective effort would help fill this gap.

Question 4

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Ian A.J. Hope

Prospective workers of all ages including youth are attracted by jobs. The work opportunities must come first. Then people can look at our other strong attributes such as affordable costs, waterfront & parks, festivals, proximity to major cities, etc. where we can offer an excellent quality of life.

The skilled trades are vital for our future. Jobs like IT & design can and often will be done overseas; the tradesperson is needed here.

Local groups are actually doing a good job of skills training. Both employers and trades must increase emphasis on the apprenticeship development system. Hiring a junior apprentice must be encouraged as an investment.

John Parker

First of all, prospective employees must be actively 1. Willing to work and learn, as "how to" usually can be on job taught. 2. Good pay for good work done in an efficient manner that is profitable for the company. 3. Solicit good companies that want good team work. Employees who will "like" their working there. Often employers are their own worst enemy. 4. Freedom from dictating unions. 5. Realistic chances for advancement.

Question 5

Sarnia has an estimated \$355 million in assets that are in poor to very poor condition and another \$10 million will be added this year to the backlog. This is mostly old sewers and water mains, but it also includes roads, shoreline protection and facilities. City staff estimates that \$39 million is needed within the next 10 years to address the problem. In 2019, the new council will have to agree on a financial strategy to fund this. How would you tackle the deficit in a fiscally responsible manner?

Mayor

Anne Marie Gillis

All municipalities in Canada face this Crises in Infrastructure and Sarnia is not unique. Sarnia is being proactive by creating an Asset Management Plan that is required by Law to be done by 2022. Sarnia is also being proactive by looking at different scenarios to address the need. Sarnia has completed \$250m worth of infrastructure work in the last 10 years by leveraging Government grants with Capital \$"s while aggressively paying down the debt. Infrastructure is the Number 1 issue for our citizens. It's time to repair our roads, fix them before they break , with a new Capital plan that allows council to re-invest in infrastructure.

Fred Ingham

Mike Bradley

Ability of citizens and business to pay is critical. Led the way in reducing the city's debt from 97 million down to 12 million. No borrowing for over a decade freed up the reduced interest charges to be used for infrastructure. New strategy is way too expensive. Real issue is property tax system. Only 6 cents of every tax dollar paid by Canadians goes to cities. That system must change. Cities will continue to struggle. Canadian cities have a 6 Billion dollar infrastructure deficit. Sarnia is part of that deficit. Will continue to press for a new deal provincially/federally so we can do more without large property tax and significant water and sewer rate increases.

Kip Cuthbert

City Council

Gregory Jones

To secure low interest loans to address these immediate infrastructure issues. I would prioritize in a fiscally responsible way. If we continue to neglect the maintenance of city properties and infrastructure now, the costs will continue to escalate. And that is not fiscally responsible.

David Waters

This is a hard one to answer without knowing all that is on the books already and what time line that covers. We do however know that we cannot continue at a snails pace. This has got us in the position we are today. You cannot raise taxes at the rate they have been going without outrage in the community. So where does the money come from, what prioritizes above others, do we borrow or not, or stay the course and band aid things as they develop. I can tell you one thing whomever is elected and sits in the chairs after October 22, 2018 this better be extremely high on the list to move along and develop something that will sustain us into the future.

Peter Athanasopoulos

Marie Timperley

I do not want to waste and do not want taxes raised but I think possibly taxes will have to continue to be raised.I think raises at city hall and building walls at city hall etc. And the money on legal fees etc that was wasted trying to close the vineyard is a example of wasted money. with this said unless this stops nothing will be be affordable to move forward with roads sewers etc.

Dave Potts

The infrastructure is to be prioritised and money spent on the most need first. Sarnia's assets may have to be liquidated to help fund the repairs. We need to get a handle on the repairs and budget an on-going repair strategy.

Susan Theresa MacFarlane

The first step to tackling the infrastructure deficit problem is to truly understand the exact nature of the deficits. Council needs to fully review the risk-based methodology used by staff to identify and determine the condition of the assets and understand what exact criteria were used to rank the assets. Some assets such as small diameter water mains can run to failure while other assets such as bridges cannot. In addition, some maintenance activities such as roof repairs that are not completed in a timely manner can also lead to huge repair costs. I believe careful analysis and smart asset management will ensure that we can maintain and replace assets in a fiscally responsible manner.

Question 5

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Eric Dalziel	<p>The plan likely already exists using the Corporate Priorities and Strategies, Asset Management and Financial System. Prioritize, Scope, Plan, Cost, Internal or External scope completed, review job effectiveness.</p> <p>I understand that the City and Tax paying citizens have water piping that is leaching lead into the drinking water. I have no idea what the damage Lead, levels would be to individuals but "Lead" in my drinking water is serious. City pays for their pipe and owners pay for themselves. Idea, let the owners pay for the repairs through taxes like borrowed money. But let's get it fixed. Again we must look at the seriousness levels of each infrastructure.</p>
George Vandenberg	<p>Working to get Federal and Provincial Monies to build our infrastructure. The taxpayer in Sarnia should not have to be burdened with the entire cost.</p>
Meghan Reale	<p>We will need to prioritize our infrastructure investments by creating a committee to work to assess which infrastructure projects are most urgent, their cost, timeline and other factors in order to best address our deep infrastructure deficit within the limitations of our yearly budget. By focusing on our core assets (roads, bridges, water system, ect.), we need innovative and cooperative approaches to upgrading less critical holdings through public-private sector collaborations. Partnerships between the City, community groups and private-sector companies allow taxpayers to share the risks, costs and financial gains. Citizens will reap the rewards (assets) the city alone could not provide.</p>
Matthew R J McDonald	<p>The proposed budget deals with these issues in a way that looks to maintain current tax levels, increase spending that will help eliminate some of these infrastructure deficits, and invest in other capital projects as well as maintain our low debt levels. My goals would be to continue on this path that aims not to increase taxes or debt levels, but rather takes debt service savings and invests it in to the capital and infrastructure improvements fund.</p> <p>With interest rates expected to continue to rise over the next council term, now is not the time to increase debt...</p>
Terry Burrell	<p>The City can easily come up with the \$39 million over ten years. The key is working with the federal and provincial governments to leverage our money to do more.</p>
John MacIntyre	<p>This is a tricky one. Fiscal responsibility is a must for the next council. I think a thorough review of all departments and services is imperative. Council should first look at duplication of services and suggest resolutions. I believe a much more thorough and comprehensive vetting system for companies bidding on City contracts is an absolute must. The Centennial Park cost overruns and the Boat Launch debacle are prime examples.</p>
Janet Chynces	
Nathan Colquhoun	<p>Prioritizing the entire budget efficiently is one of the main roles of council and I think that ongoing accountability for the contracts that the city negotiates to ensure we are getting what we paid for and are not being taken advantage of by bureaucracy and defunct relations.</p>

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Matt Mitro

All options on the table:

Pursue funding from everywhere & anywhere, reset fees for service.

Raising property taxes somewhat.

Pursuing & promoting economic & population growth as 'Job One', new assessment growth adds net new \$.

Lower cost & raise Workforce efficiency by right sizing employee #'s, managing them well & having low cost contracts.

Tech adoption - IT equipment & software, more modern & efficient tools & equipment in all departments & activities.

Strategic borrowing only where it makes sense eg. matching project funds with senior levels of government.

Lever our Assets - City owns 3 - 4 billion in assets & work value of our 600 plus employees in 100's of millions. Use them to make \$!!

MB. Villanueva Jr.

I can not honestly answer this question without needed data. With the data available to non-members of the city council it would be a farce to claim it to be a justifiable answer. I have never believed in estimates cause it can go both ways. Were the funds available properly allocated? Were there abuse of funding to infrastructures? Were there measures taken to solve the 3rd question,etc.

Gail M White

A full review of all of the historical needs has to be completed. A staged approach to the required maintenance based on risk should be done. This will take a concerted effort to come to consensus with a review of assets and liabilities.

Bill Dennis

We must first understand all the data. We then must do the hard work of understanding the risks and prioritizing. A full understanding of the financial implications and how it fits in both the balance sheet and the bank account is also needed. In 2016 the Sarnia Journal stated that 1/4 of our roads need repair. It was interesting to compare this to a 2015 AMO report which stated that 1/3 of paved roads across Ontario are in poor/ very poor condition. As such, this infrastructure issue is obviously not limited to Sarnia so let's see what others are doing. We will need to act in a manner that wholeheartedly respects the tax payer and yet ensures public safety and services are acceptable.

Michelle Nicole Parks

We have been hit hard by taxes and borrowing the past four years so we may have to look hard at the budget and come up with alternatives to these two approaches. First and foremost I think that this new council will have to develop a long term financial plan that will allow us to prioritize what it is we want and need and how exactly we are going to pay for it. Some tough decisions are going to have to be made with the next budget. Cutting waste, capitalizing on our assets and trimming this budget in a fiscally responsible manner is going to be tough but will benefit the entire city.

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Bryan Trothen

Having identified the problem, the Engineering Department has the primary responsibility of establishing a list of priorities and then devising a schedule to address them. Collaboration with Finance will frame these projects in the context of other departments' needs and the overall budget. Another essential part of the process will be contingency preparedness since, as we know, the unexpected always happens.

Based on the nature of the recommendations, council will have to make the final decisions. The question may be whether and to what extent the 2019 budget can cover what is needed. It will be the perennial problem of maintaining services without raising taxes unreasonably.

Steve Blair

Denise Robertson

By maintaining our infrastructure we keep future costs from ballooning out of control. A long term plan must be initiated incorporating the upkeep of our assets. By increasing our revenues through the encouragement of growth, we will be able to implement a strategy to make our upkeep a feasible reality, while attempting to eliminate our dept by the year 2030.

Joe Hill

Obviously we can't expect the Tax payers to fund all of the 39 million spread over 10 years or 3.9 million per year. What is needed is help from the Provincial and Federal Governments which means a strong lobby from our City Council. I would be willing to meet with the appropriate people at Queens Park and Parliament Hill to insure that we get the financial help/funding that we require.

Dan Joseph Harding

Joseph Thomas Santoro

Given the scope of the deficit, I believe we need to consider applying for municipal infrastructure loans, taking advantage of the reasonable long term (30 yr), fixed lending rates to try and get ahead of the curve. The newly created asset management plan will help prioritize and direct spending to where it's most needed and can make the biggest impact. Money is tight, because of that, we need to ensure that we leverage our efforts to achieve multiple beneficial community outcomes at once, ie; replacing basic critical services, as well as addressing mobility options, as well as economic development, as well as community gathering places...By doing so, we can address multiple interrelated problems, together at once. In the long run, we need to increase our tax base by adding density, institute cost saving technological efficiencies, generate more potential revenue through existing assets, and attract more residents and business to the area.

Melody Gibson

The role of council and its members is to set the overall direction the city will go by creating policies. These policies will be the foundation for City Administration to do its job running the municipality. Council should ensure it has researched current policies, and continue to revisit . The members of council are there to keep in contact with the citizens and bring anything to the attention of council that pertains to the welfare or interest of the municipality.

With over 25 years in the public service and sales industry, as well as 20 years of various volunteer positions (from parent council to chair) I have learned the value of hard work, honesty, respect, networking and creativity.

Fanina Kodre

Bill (Hawk) Hawkins

First off we need to quit spending foolishly,centennial park,Vidal bridge, boat dock that didn't need to be moved,.We had a lot of amenities that people gave our city for FREE and we didn't take any of the money we charged to up keep them now we want take them down,Jackson pool just to name one ,there is more .I would not want to see much of a tax hike if any .But to be honest the new council will have take the mater very seriously and come up with game plan and STICK WITHIT.

City/County Council

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Andy Bruziewicz

Infrastructure deficit is a common problem for the municipalities in Ontario. The outgoing Council acted well in facing the issues. Management Asset Planning is now the tool that will guide us in the future to correct the situation in a rational and fiscally responsible manner. The root of the problem goes back a long way to the 1970s and 1980s when a lot of neglect started in the City and the former town of Clearwater. We must fight for our share of taxes generated here for senior levels of government to minimize the impact on local property taxes. Provincial municipal organizations such as AMO , OMWA, and OGRA are the most effective venues to accomplish that.

Graham Pedregosa

First and foremost, we have to realize there is a cost to deferring maintenance – the bill for years previous is now coming due. So, as we create a strategy to tackle the infrastructure backlog we need to make sure we are not kicking the can down the road – particularly for projects that will increase significantly in cost if we continue to defer work.

My personal preference is to increase taxes by as little as possible to finance this work. There are many Sarnians who are on tight budgets - increasing their taxes will have a real and tangible effect on their quality of life.

We need to look for as many efficiencies as possible and raise taxes as a last resort. It is going to be a careful balancing act for the next council but if elected I will always make current and future quality of life an important factor when assessing financial plans.

Bev MacDougall

As a seasoned and inclusive member welcoming creative thinking and opinions of others, I will work with the incoming council to balance debt reduction and growth of reserves with spending on sustainable service delivery (day to day operations) that develops adequate financial resources - potentially with municipal bond issue or some other innovative vehicle to attract investment revenue, in addition to taxation to finance infrastructure renewal.

Cole Anderson

Addressing the backlog must be a top priority for the new Council in 2019. As I mentioned in a previous answer, a key element to attracting new business and supporting existing businesses is ensuring we have quality infrastructure in Sarnia. However, this issue must be addressed in a fiscally responsible manner. Residents and businesses pay high enough taxes already. Thus, the "go-to" solution should not be to raise taxes but rather to find efficiencies and potential areas of waste and apply those savings to the backlog before tax increases are even considered. We are very fortunate to live in a geographically beautiful area and we must take good care of our great city.

Margaret Bird

You cannot reduce the debt without first increasing the tax base - enticing more businesses to start or relocate here. Also, the domestic economy should be the City's first priority - employ local tradespeople instead of always going out of city, or out of province. If the local people are always called first, that would be a great start to boosting our economy! Correct prioritization of all projects would allow expenditure in the much-needed areas first. All of this has to happen with two-way communication - council and the tax payers.

Norm Francoeur

Continuous deficits are not sustainable however we do need to ensure the health and safety of the public and we need to prioritize our spending with that in mind. We also need to know if property in our possession is less expensive to fix, demolish, sell, or leave as is. Reports from staff need to come with options so that we can make well informed decisions. And finally we need to take a long term view on our spending where maintaining an asset in one year is cheaper than replacing it later.

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Dave Boushy	Good roads, economic growth, good jobs-a unified Council can sell a community. It is time to make good jobs, good roads gutters and sidewalks a priority. Reducing debt is my goal and using the money to pay for the above.
Mike Stark	<p>This question hits at the real reason why I am seeking the office of City/County Councillor. I believe that it is the responsibility of all individuals, when they see something they feel is wrong, do something about it. I believe in results orientated people who want to better the community that they call home. When we brought the City and the Town of Clearwater together, we did so with the expectation that the new City would be more efficient and effective for all it's combined citizens. That meant services that were more deliverable through economies of scale that would be achieved as a unified City. The recently updated City of Sarnia Asset Management report clearly indicates that has not happened.</p> <p>It is my hope that a dedicated plan consisting of some \$50 Million dollars be earmarked for upgrades to the City's decaying Infrastructure over the next ten years. This is doable within the City's fiscal framework. Further, I believe a twenty five year plan of direction regarding infrastructure must be adopted to ensure we do not find ourselves in this dilemma as we approach the next half century mark.</p>
Al Duffy	This particular challenge will certainly be one of the most difficult. I believe that will take a whole team effort. The only two options are raising taxes, which as a home owner I would not like, or borrowing the necessary funds . The present climate with interested rates as they are presents itself as a viable option
Brian White	The infrastructure backlog did not happen overnight, and won't be solved overnight. Council has already asked for modelling on financial scenarios. I will be supportive of a financial scenario that spreads the burden out over 20-30 years, which includes a "reasonable" amount of borrowing at the current low rates, to help minimize the burden on today's tax payer. Essentially, as we can expect many of these assets to last 2-3 decades, we should then carefully fund them over this period of time, as well as continuing to build up our reserves for future needs. This time frame allows us to best maximize grant opportunities as they are presented, which is the current practice.
Ian A.J. Hope	<p>We've dug ourselves into a hole with our past procrastination on infrastructure expenditures and exacerbated it with recent de-emphasis of the debt. The good news is the problem is not hopeless. If addressed right now, the numbers are manageable.</p> <p>Most voters will say that infrastructure is a major priority; they'll then complain about taxes. No free lunch.</p> <p>(1) Prioritize the needs. (Already started.) (2) Continue push on matching funds from upper tier. Infrastructure is on their radar too. (3) Commit to a fund to both chip away at the mountain and keep up with mtce. This cannot be annually on an ad hoc basis; it has to be a fundamental and ongoing commitment.</p>

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John Parker

First approach would be to examine the records of these assets. Then I'd visit any assets that would be needing in order to better acquaint myself, and understand more of the forecast problems. I'd want to see what the present reserves were. I'd like to talk to prospective contractors and get opinions. After a lot of research, I'd compile the priorities of each and the options for each. If taxation was included for the remedies I'd like a lot of advice to which has been the usual approaches, and make determinations on the various ways to obtain funds, ie. events, grants, money funds from lesser priority projects, etc.

Basic needed infrastructure projects are a must. Playgrounds, parks, new roads, entertainment ideas, would be put on hold or minimized. Then perhaps the best options would be considered and motions put forth that are realistic and at the time make the best sense. Along the way, there is no doubt change will come, and again, common sense would have to come into use

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