

**THE CORPORATION  
OF THE  
CITY OF SARNIA**



**DRAFT  
CAPITAL AND RESERVES  
BUDGETS  
2019**

**THE CORPORATION OF THE  
CITY OF SARNIA**

**2019 DRAFT CAPITAL AND  
RESERVES BUDGETS**

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**THE CORPORATION OF THE CITY OF SARNIA**  
**People Serving People**

**FINANCE DEPARTMENT**

**OPEN SESSION REPORT**

TO: Members of Sarnia City Council  
FROM: Lisa Armstrong, Director of Finance  
DATE: November 5, 2018  
SUBJECT: 2019 Capital Budget

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**Recommendation:**

It is recommended:

That Sarnia City Council adopt the 2019 Capital Budget as presented, at the Budget Deliberation Council meeting on December 11, 2018.

**Background:**

The 2019 Draft Capital Budget is presented for Council's consideration.

The Capital Budget provides for the purchase or rehabilitation of Capital Assets that exceed the threshold limit of \$75,000. Assets have a useful life that exceed one year, and a Capital Expenditure is a significant expenditure incurred to acquire, improve, rehabilitate or reconstruct land, buildings, machinery/equipment and linear assets (roads, sewers, water mains, bridges, etc.).

The City's Financial Policy Statement, as adopted by Council in 2005, provides that a pay-as-you-go approach will be used for financing lifecycle capital projects, replacements/refurbishment of assets and on-going capital programs. Debt financing will only be used to finance projects that are related to increased/new services. The Capital Budget represents Council's intention to proceed with certain programs of capital work and services.

The 2019 Draft Capital Budget, determined by prioritized needs and affordability, proposes no new debt. All capital projects are funded from current revenue sources, Reserves and Reserve Funds, and other external funding sources, including senior government funding. The Reserves and Reserve Funds are growing, but not on pace to align with long-term infrastructure needs, address the infrastructure backlog, or to be available for matching funds if additional senior government grants are announced. The condition of our assets and the level of service they provide to our citizens will continue to decrease.

Based on the June 25, 2018 Asset Management Update presentation to Council, the infrastructure backlog (asset needs that are not addressed within the year they are due) is \$387,517,729 for 2019. The plan continues to be a work-in-progress, and the assets include roads, major bridges & culverts, water mains, sanitary sewers, storm sewers, shoreline protection and facilities. There are also needs such as rolling stock, parks, technology etc., that are not included in the numbers above. Once all city assets are included in the Asset Management Plan over the next few years, backlog and annual rehabilitation/replacement needs can be fully quantified.

The following table summarizes the Approved Capital Budgets from 2003 to

2018 and the 2019 Draft Capital Budget with associated funding sources. Currently, the main source of external funding is senior government funding; Provincial and Federal Gas Taxes, and Ontario Community Infrastructure Fund (OCIF) are received annually. Additionally, the 2019 Draft Capital Budget also includes an approved application-based grant from the Small Community Fund (SCF), and potential grants of \$830,000.

<b>Budget Year</b>	<b>Total Budget</b>	<b>Debt Financing</b>	<b>External Funding Sources</b>	<b>Own Source Funding</b>
2003	\$16,387,300	\$188,500	\$148,300	\$16,050,500
2004	6,215,400	2,470,400	115,000	3,630,000
2005	6,559,671	1,465,100	1,029,000	4,065,571
2006	12,278,765	1,047,000	3,732,013	7,499,752
2007	7,961,975	1,296,975	2,196,666	4,468,334
2008	19,188,666	1,025,000	12,129,963	6,033,703
2009	29,944,000	0	15,923,190	14,020,810
2010	20,414,313	0	11,479,000	8,935,313
2011	17,754,500	0	7,253,400	10,501,100
2012	15,967,500	0	3,724,239	12,243,261
2013	14,125,600	0	2,665,000	11,460,600
2014	18,474,300	0	2,387,000	16,087,300
2015	19,130,000	0	5,250,000	13,880,000
2016	20,699,000	0	4,969,500	15,729,500
2017	37,315,340	0	18,767,506	18,547,834
2018	27,066,201	0	9,683,992	17,382,209
2019 Draft	29,669,300	0	11,397,620	18,271,680

**Comments:**

The contents of the 2019 Draft Capital Budget book is described by section, below:

2019 Draft Capital Budget – Funding Sources

The total value of the 2019 validated requests is \$40,869,935 and the recommended prioritized projects total \$29,669,300. Validated requests are all capital project requests received from departments that are achievable to implement if funding was available.

The validated 2019 Capital Budget requests exceeded the available funding, therefore, staff prioritized the projects and made funding recommendations accordingly. These prioritized projects are financed through the City’s Reserve and Reserve Funds. In total, \$24,878,399 is funded from the City’s operating budget including retired debt and transferred to Reserve Funds. To further increase the level of funding for capital projects, an additional increase to the tax levy or water/sewer rates will be required.

This summary identifies the specific Reserve and Reserve Funds utilized to fund prioritized projects. At the bottom of this report, the total forecasted ending balance of the Reserves/Reserve Funds after the proposed capital expenditure is included.

There is a distinction between senior government funding that is approved and therefore certain, versus the funding that is uncertain at the time of the budget preparation. Currently, there are two potential grants identified for the 2019 year.

Detail for each of the Capital Projects, including multi-year project requirements and funding needs, are included in Project Summary sheets as noted below. Project sheets are included for all validated projects, even if no funding recommendation is made by staff, to provide details for Council if they

wish to increase the capital budget or reallocate priorities.

#### 2018 Draft 10-Year Capital Plan

The 10-Year Capital Plan is a list of proposed capital projects which are anticipated over the next 10 years. Currently this plan is a work-in-progress, and by the end of 2021, will tie to the Corporate Asset Management Plan (AMP). The AMP is a living document that will continue to be updated to include all the City's assets and assessments to guide the effective management, rehabilitation and replacement of our assets. In the interim, assets with identified capital plans or those supported by costed need assessments are included.

Internally the 10-Year Capital and Reserve Plan outlines the known funding sources for the capital projects. For 2019, only projects that can be prudently funded are included. Validated project amounts that could not be funded in 2019 had the unfunded carryover rolled into 2020. Within the 10-year Plan, 2020 and beyond includes an "unfunded" balance as identified capital needs exceed the known funding sources. The infrastructure backlog is not yet directly included in the 10 Year Plan. This Long-Term Financial Plan will continue to be enhanced as the AMP is extended to all City assets and funding strategies are determined to meet our true capital needs on an annual basis as well as over the longer term.

#### 2019 Capital Project Details – Department Requests

This section of the book includes a summary of each validated 2019 capital project. The project detail includes a brief description, justification, and impact of deferral. Significant review with staff was completed to validate capital requests and identify funding priorities. The validated listing has been pared down from the original departmental requests through the validation process.

Costs over a 5 year period are included, in alignment with the 10 Year Plan. Funding is only identified for the 2019 year as currently each year a funding prioritization occurs. If the validated request could not be funded in full the "unfunded" amount is deferred to the next year in most cases.

#### **Consultation:**

The proposed capital projects were submitted by the Directors and consultation occurred with the departments, Finance and the Chief Administrative Officer (CAO) in order to determine recommended funding. Police Services capital projects were submitted to Finance by the Police Services Director of Financial Services, and approved by the Police Services Board.

#### **Financial Implications:**

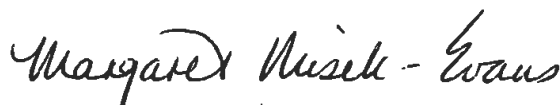
Discussed throughout this report.

Prepared by:



Lisa Armstrong  
Director of Finance

Approved by:



Margaret Misek-Evans  
Chief Administrative Officer

#### Attachments:

- 2019 Draft Capital Budget – Funding Sources
- 2019 Draft 10-Year Capital Plan
- 2019 Capital Project Detail – Department Requests

## 2019 DRAFT CAPITAL BUDGET - FUNDING SOURCES

			6015	6020	6025	6045	6200	6315	6355	6365	6480	6485	
	Reserve or Other Funding Source:		Development Charges	Provincial Gas Tax	Federal Gas Tax	OCIF	Capital Reserve	Capital Revolving	Parking Reserve	Sarnia Harbour	Transit Building	Energy Management	
	Forecasted Opening Balance of Reserve		9,631,463	622,433	502,720	0	329,577	477,917	59,954	1,360,639	126,007	70,970	
	Revenue		500,000	945,000	2,171,892	2,938,620	1,638,244	1,757,090	24,000	446,000	20,000	303,523	
	Other 2019 Expenditures		(450,000)				(85,000)						
	Transfers			(700,000)									
	<b>Total Funds Available for Capital</b>		<b>9,681,463</b>	<b>867,433</b>	<b>2,674,612</b>	<b>2,938,620</b>	<b>1,882,821</b>	<b>2,235,007</b>	<b>83,954</b>	<b>1,806,639</b>	<b>146,007</b>	<b>374,493</b>	
	<b>General Capital Projects</b>	<b>Validated Request</b>	<b>Amount Funded</b>										
1	Information Technology Hardware Asset Lifecycle	180,000	180,000										
2	Energy Efficiency	300,000	300,000									(300,000)	
3	Infrastructure Assessment	200,000	200,000										
4	City Hall Building Improvements	225,000	225,000					(225,000)					
5	Oversized Load Corridor	1,285,000	1,285,000					(985,000)		(300,000)			
6	Airport - Terminal Remediation	107,035	-										
7	Airport Brick Replacement/Repointing, Caulking & Envelope Study	93,800	-										
8	Airport Asphalt Runway Repair Study & Preliminary Design	244,800	-										
9	Vendome Parking Lot Resurfacing	235,000	-										
10	Mission Park Parking Lot Redevelopment	160,000	160,000	(144,000)					(16,000)				
11	Lochiel Kiwanis Centre Building Improvements	120,000	-										
12	120 Seaway Road Building Improvements	78,000	78,000							(78,000)			
13	Sarnia Library Air Handlers, Cooling Tower, & Plumbing	390,000	390,000		(390,000)								
14	Lawrence House Wheelchair Ramp	90,000	90,000										
15	Emergency Fire Apparatus - Heavy Water Tower & Platform	1,000,000	1,000,000										
16	Fire Station 3 Demolition & Rebuild	1,900,000	-										
17	Arena Improvements	1,750,000	450,000										
18	Sports & Recreation	950,000	710,000										
19	Park Infrastructure	200,000	140,000										
20	Public Works Improvements	75,000	75,000					(75,000)					
21	Compost Site Improvements	75,000	75,000					(75,000)					
22	Road Resurfacing/Reconstruction	2,000,000	2,000,000			(2,000,000)							
23	Rural Roads Rehabilitation	300,000	300,000			(300,000)							
24	Exmouth Street Widening - Murphy to Amsterdam	450,000	-										
25	Canatara Park Upgrades	250,000	-										
26	Rehabilitation - Various Structures (Bridges & Culverts)	2,000,000	1,000,000			(638,620)							
27	Shoreline Protection	700,000	600,000										
28	Donohue Bridge	1,500,000	1,500,000		(1,500,000)								
29	Transportation Masterplan - Sidewalks & Bike Lanes	125,000	125,000										
30	Streetscape Improvements at Various Locations	75,000	75,000					(75,000)					
	<b>Transit Capital Projects</b>												
1	Bus Stop Accessibility Improvements (AODA)	100,000	-										
2	Care-A-Van Bus Replacement	185,000	185,000		(185,000)								
3	Transit Maintenance Pit Replacement	290,000	290,000		(290,000)								
	<b>Water &amp; Sewer Capital Projects</b>												
1	Sarnia Sewer Upgrade Project	7,500,000	7,500,000										
2	Storm Water Management Facilities	200,000	200,000	(200,000)									
3	Sewer Separation	2,000,000	2,000,000										
4	Watermain, Sanitary & Storm Sewer Replacement - Various Loc.	3,800,000	3,200,000	(720,000)									
5	LaSalle Line & Virgil Avenue Watermain Replacement	2,000,000	-										
6	Plank Road Reconstruction	2,000,000	-										
7	Water Pollution Control Centre Improvements	100,000	100,000										
8	WPCC Biosolids Improvements	1,000,000	600,000										
9	Pumping Stations Improvements	500,000	500,000										
10	Corrosion Protection Program	1,200,000	1,200,000										
	<b>Police Services</b>												
1	Radio Communication System	2,761,300	2,761,300										
2	911/Dispatch Stations	100,000	100,000										
3	IT Equipment - Lifecycle Replacement	75,000	75,000										
	<b>Total Capital Budget</b>	<b>40,869,935</b>	<b>29,669,300</b>	<b>(1,064,000)</b>	<b>(475,000)</b>	<b>(1,890,000)</b>	<b>(2,938,620)</b>	<b>-</b>	<b>(1,435,000)</b>	<b>(16,000)</b>	<b>(378,000)</b>	<b>-</b>	<b>(300,000)</b>
	<b>Projected Ending Balance of Reserve</b>		<b>8,617,463</b>	<b>392,433</b>	<b>784,612</b>	<b>-</b>	<b>1,882,821</b>	<b>800,007</b>	<b>67,954</b>	<b>1,428,639</b>	<b>146,007</b>	<b>74,493</b>	

**2019 DRAFT CAPITAL BUDGET - FUNDING SOURCES**

6490	6510	6520	6595	6535	6600	6610	6615	6616	6617	6640			
Computer Equipment Replacement	Fire Equipment	911 Equipment	Police Equipment	Sewage Treatment Plant	Fire Station	Parks/Rec Facilities	Capital Infrastructure	Capital Infrastructure - Sewer	Capital Infrastructure - Water	Accessibility	Total Funded	Potential Grants & Donations	Total Capital Expenditures
150,545	650,776	140,435	224,852	159,821	7,885	93,171	1,232,897	2,811,060	2,060,453	93,610			
250,000	778,602	112,700	640,000	15,000	2,100	1,206,529	3,789,517	11,181,116	4,603,875	130,000			
	(272,500)	(104,800)	(683,782)				(100,000)	(800,000)		(30,000)			
<b>400,545</b>	<b>1,156,878</b>	<b>148,335</b>	<b>181,070</b>	<b>174,821</b>	<b>9,985</b>	<b>1,299,700</b>	<b>4,922,414</b>	<b>13,192,176</b>	<b>6,664,328</b>	<b>193,610</b>	-	-	-
(180,000)											(180,000)		(180,000)
											(300,000)		(300,000)
							(75,000)		(125,000)		(200,000)		(200,000)
											(225,000)		(225,000)
											(1,285,000)		(1,285,000)
											-		-
											-		-
											-		-
											(160,000)		(160,000)
											-		-
											(78,000)		(78,000)
											(390,000)		(390,000)
										(60,000)	(60,000)	(30,000)	(90,000)
	(1,000,000)										(1,000,000)		(1,000,000)
											-		-
							(450,000)				(450,000)		(450,000)
							(670,000)			(40,000)	(710,000)		(710,000)
							(140,000)				(140,000)		(140,000)
											(75,000)		(75,000)
											(75,000)		(75,000)
											(2,000,000)		(2,000,000)
											(300,000)		(300,000)
											-		-
											-		-
							(361,380)				(1,000,000)		(1,000,000)
							(600,000)				(600,000)		(600,000)
											(1,500,000)		(1,500,000)
											(125,000)		(125,000)
											(75,000)		(75,000)
											-		-
											(185,000)		(185,000)
											(290,000)		(290,000)
											-		-
								(7,500,000)			(7,500,000)		(7,500,000)
											(200,000)		(200,000)
								(600,000)	(600,000)		(1,200,000)	(800,000)	(2,000,000)
								(1,240,000)	(1,240,000)		(3,200,000)		(3,200,000)
											-		-
								(50,000)	(50,000)		(100,000)		(100,000)
								(300,000)	(300,000)		(600,000)		(600,000)
								(500,000)			(500,000)		(500,000)
									(1,200,000)		(1,200,000)		(1,200,000)
											-		-
							(2,761,300)				(2,761,300)		(2,761,300)
		(100,000)									(100,000)		(100,000)
			(75,000)								(75,000)		(75,000)
(180,000)	(1,000,000)	(100,000)	(75,000)	-	-	(1,260,000)	(3,922,680)	(10,190,000)	(3,515,000)	(100,000)	(28,839,300)	(830,000)	(29,669,300)
<b>220,545</b>	<b>156,878</b>	<b>48,335</b>	<b>106,070</b>	<b>174,821</b>	<b>9,985</b>	<b>39,700</b>	<b>999,734</b>	<b>3,002,176</b>	<b>3,149,328</b>	<b>93,610</b>			



**CITY OF SARNIA - 2019 DRAFT 10-YEAR CAPITAL PLAN**

<b>Category</b>	<b>Capital Project Description</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>General</b>	Emergency Measures Command Post				190,000						
	Energy Efficiency	300,000	310,000	305,000	320,000	350,000	295,000	300,000	230,000	250,000	
	Infrastructure Assessment	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Oversized Load Corridor (OLC)	1,285,000	3,600,000	3,020,000	3,020,000						
	Airport - Terminal Remediation		107,035								
	Airport - Brick Replacement/Repainting, Caulking & Envelope Study		93,800								
	Airport - Asphalt Runway Repair Study & Preliminary Design		244,800								
	Airport - Paved Runways and Surrounding Air Side Asphalt Surfaces			7,282,800							
	Airport - Central Chiller Replacement				93,636						
	Airport - Asphalt Parking Lot Repavement					383,367					
	Vendome Parking Lot		235,000								
	Mission Park Parking Lot Redevelopment	160,000									
	Information Technology Asset Lifecycle Hardware	180,000	200,000	220,000	240,000	260,000	260,000	260,000	260,000	260,000	260,000
	City Hall Building Improvements	225,000	285,000	155,000	270,000	275,000	100,000	100,000	100,000	100,000	100,000
	Lochiel Kiwanis Centre Building Improvements		240,000	120,000	120,000	120,000	120,000				
	120 Seaway Road Building Improvements	78,000	84,000	80,000	86,000	78,000	70,000	70,000	70,000	70,000	
	Sarnia Library Air Handlers, Cooling Tower, & Plumbing	390,000	400,000	370,000	260,000	400,000	400,000	400,000	400,000	400,000	400,000
	Lawrence House Wheelchair Ramp	90,000									
	Council Chambers/1st Floor Customer Service Renovations - AODA		100,000								
	Emergency Fire Apparatus - Heavy Water Tower & Platform	1,000,000	900,000								
	Fire Station 3 Demolition & Rebuild		1,900,000								
	SCBA		550,000								
	Marine Vessel Replacement			155,000							
	Accessibility Addition East Street Fire Station			120,000	450,000						
	Pumper Truck				800,000						
	Aerial Apparatus #4					1,000,000					
	Aerial Apparatus #2							1,200,000			
	Arena Improvements	450,000	2,300,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Park Infrastructure	140,000	260,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Sports & Recreation	710,000	1,190,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000	950,000
	Public Works Improvements	75,000	250,000	250,000	250,000	250,000				250,000	
	Compost Site Improvements	75,000	500,000	300,000							
	Road Resurfacing/Reconstruction	2,000,000	2,000,000	2,500,000	2,500,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
	Rural Roads Rehabilitation	300,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Widen Exmouth Street - Murphy Road to Amsterdam Court		450,000								
	Canatara Park Upgrades		500,000	250,000	250,000	250,000					
	Rehabilitation of Various Structures (Bridges & Culverts)	1,000,000	4,700,000	3,100,000	3,800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Shoreline Protection	600,000	1,100,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Donohue Bridge	1,500,000									
	TMP - Sidewalks and Bike Lanes	125,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
	LED Streetlight Conversion		100,000	100,000	100,000	100,000					
	Streetscape Improvements - Various Locations	75,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>General Capital Projects Total</b>		<b>10,958,000</b>	<b>23,699,635</b>	<b>23,077,800</b>	<b>17,499,636</b>	<b>13,216,367</b>	<b>10,995,000</b>	<b>12,080,000</b>	<b>10,810,000</b>	<b>11,080,000</b>	<b>10,510,000</b>
<b>Transit</b>	Care-a-Van Replacement	185,000		115,000			130,000				130,000
	Transit Maintenance Pit Replacement	290,000				300,000				310,000	
	Bus Stop Accessibility Improvements (AODA)		200,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	
	Bus Replacement		500,000	575,000	615,000	640,000	670,000	700,000	730,000	765,000	800,000
	Terminal Replacement		1,000,000								
<b>Transit Capital Projects Total</b>		<b>475,000</b>	<b>1,700,000</b>	<b>790,000</b>	<b>715,000</b>	<b>990,000</b>	<b>850,000</b>	<b>750,000</b>	<b>780,000</b>	<b>1,125,000</b>	<b>930,000</b>

**CITY OF SARNIA - 2019 DRAFT 10-YEAR CAPITAL PLAN**

<b>Category</b>	<b>Capital Project Description</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Water &amp; Sewer</b>	Sarnia Sewer Upgrade Project	7,500,000	7,000,000								
	Stormwater Management Facility Rehabilitation	200,000	1,000,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Sewer Separation	2,000,000	3,000,000	3,000,000	4,000,000	6,000,000	7,000,000	7,000,000	7,000,000	8,000,000	8,000,000
	Watermain, Sanitary & Storm Sewer Replacement - Various Locations	3,200,000	3,600,000	3,000,000	4,000,000	5,000,000	6,000,000	6,000,000	7,000,000	7,000,000	7,000,000
	LaSalle Line & Virgil Avenue Watermain Project		2,000,000								
	Plank Road Reconstruction		4,000,000	2,000,000							
	Water Pollution Control Centre Improvements	100,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
	WPCC Upgrades- Bio-Solids Improvements	600,000	1,400,000	1,000,000	1,000,000	500,000					
	Pumping Station Improvements	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Corrosion Protection Plan	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
	Water Meter Replacement Project				150,000	150,000	150,000	150,000	150,000	150,000	150,000
Lakeshore Road Watermain Replacment Project		2,000,000	2,000,000	2,000,000							
<b>Water &amp; Sewer Capital Projects Total</b>		<b>15,300,000</b>	<b>26,700,000</b>	<b>13,900,000</b>	<b>14,050,000</b>	<b>14,550,000</b>	<b>16,050,000</b>	<b>16,050,000</b>	<b>17,050,000</b>	<b>18,050,000</b>	<b>17,550,000</b>
<b>Police</b>	Police Radio Communication System	2,761,300									
	911/Dispatch Stations	100,000									
	IT Equipment - Lifecycle Replacement	75,000									
	Customer Service Renovations		75,000								
	Replacement Firing Range Bullet Trap				225,000						
	Upgrade Radio Communication System										2,700,000
	Mobile Tablets		100,000			100,000			100,000		
	Replacement Gas Tank			100,000							
<b>Police Capital Projects Total</b>		<b>2,936,300</b>	<b>175,000</b>	<b>100,000</b>	<b>225,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>2,700,000</b>
<b>Grand Total</b>		<b>29,669,300</b>	<b>52,274,635</b>	<b>37,867,800</b>	<b>32,489,636</b>	<b>28,856,367</b>	<b>27,895,000</b>	<b>28,880,000</b>	<b>28,740,000</b>	<b>30,255,000</b>	<b>31,690,000</b>
<b>Unfunded</b>			<b>(10,755,079)</b>	<b>(14,505,722)</b>	<b>(8,364,683)</b>	<b>(4,886,223)</b>	<b>(4,227,606)</b>	<b>(4,055,106)</b>	<b>(5,072,606)</b>	<b>(6,587,606)</b>	<b>(7,198,070)</b>

<b>Capital Project Name</b>	<b>Department</b>
Information Technology Hardware Asset Lifecycle	Finance

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Corporate Manager of Information Technology	January 1, 2019	December 31, 2019	Replacement

**Project Description**

As part of proper asset management, the Information Technology division keeps an inventory of all assets, their expected useful life, and current health. Each year assets approaching failure need to be proactively replaced or reconditioned. Examples of these assets include: Server Equipment (networking, storage, compute, virtualization, HVAC and UPS), End User Systems (phone system, cabling and end point connections), Remote Assets (IoT devices, Backup and DR devices, physical security such as doors, cameras, etc.)

**Justification**

The majority of the City’s work force depends on properly maintained technology assets. Proper asset management enables uninterrupted service for citizens and employees.

**Impact of Deferral**



Deferral of this project will result in failure of technology assets. This failure will put key functions at risk, such as payroll, communication, security, revenue collection, and accounting.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ability to reliably communicate
Rehabilitation of Existing Infrastructure	Low	
Identified in the Strategic Plan	Medium	Responsible Financial Management
Asset Management/Replacement	High	This is an asset management project
Economic Development/Growth Related	Low	
Service Enhancement	High	Modern assets will enable self-service

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	180,000	200,000	220,000	240,000	260,000	<b>1,100,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	180,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>180,000</b>	<b>TBD</b>				

<b>Director of Finance:</b> 	<b>CAO:</b> <i>Margaret Musik-Evans</i>	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Energy Efficiency	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Purchasing Manager and Embedded Energy Manager, Bluewater Power	January 1, 2019	December 31, 2019	Rehabilitation

**Project Description**

Input has been received from the operations team regarding projects that align with the scope of energy efficiency. The following projects are currently identified for 2019: Public Works Devine St. lighting retrofit, Sarnia Public Library lighting upgrades, waterfront lighting retrofit pre-engineering for lighting poles (sports fields), metering equipment. If projects cost less than anticipated, or energy rebates are received from completed projects, additional projects (as identified in the plan) will be completed.

**Justification**

As part of the Energy Conservation and Demand Management Plan (2014), continued efforts to reduce the energy usage of facilities are identified, to mitigate cost increases due to rising energy costs.

**Impact of Deferral**



Deferral of these projects will result in continued increases to operating costs and capital work for facility maintenance and renewal. As energy costs continue to rise, the completion of energy savings projects will result in cost-avoidance. Currently there is over \$2,000,000 of outstanding energy projects that can be completed to mitigate energy costs.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Low	
Rehabilitation of Existing Infrastructure	Medium	
Identified in the Strategic Plan	Low	
Asset Management/Replacement	Low	
Economic Development/Growth Related	Low	
Service Enhancement	High	
Other	High	Energy Efficiency

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	300,000	310,000	305,000	320,000	350,000	<b>1,585,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	300,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>300,000</b>	<b>TBD</b>				

<b>Director of Finance:</b> 	<b>CAO:</b> Margaret Musick-Evans	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Infrastructure Assessment	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	Investigative/Studies

**Project Description**

The inspection and condition assessment of Corporate assets as required for the completion of the City's Corporate Asset Management Plan.

**Justification**

In order to continue to be eligible for Provincial and Federal Funding, Infrastructure Canada requires that all municipalities complete and continually update a comprehensive Corporate Asset Management Plan. In order to complete and update such a plan, the City must conduct numerous and reoccurring inspections and condition assessments on all of the City's assets, including, but not limited to, building structures/facilities, water mains, sewers, shoreline protection structures, bridges and culverts, and equipment. Additionally, as part of the financial planning section of the Corporate Asset Management Plan, the City is required to explore the feasibility of various funding sources, including but not limited to asset specific user rate studies.

**Impact of Deferral**




Current asset condition information is essential for ensuring that the City's Asset Management Plan and associated rehabilitation/replacement strategies encompass all of the City's most urgent priorities. Without current asset condition information, the City's funding and personnel resources may not be appropriately allocated to the most critical asset needs in a timely manner. When critical asset needs are not promptly addressed, sudden, destructive, and often dangerous asset failures occur. Such unforeseen asset failures require very costly (unbudgeted) emergency repair work and personnel overtime. Additionally, exploring the feasibility of various funding sources is absolutely required in order to sustain and/or improve the level of service currently being provided to City of Sarnia customers.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ensure structural integrity & meet legislative requirements
Rehabilitation of Existing Infrastructure	High	Identification of replacement/rehabilitation needs
Identified in the Strategic Plan	High	Asset Management Plan
Asset Management/Replacement	High	Corporate Asset Management Plan requirement for identification of replacement/rehabilitation needs
Economic Development/Growth Related	High	Identification of capacity constraints
Service Enhancement	High	Identification of service issues

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	200,000	200,000	200,000	200,000	200,000	<b>1,000,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	200,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>200,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
City Hall Roofs and Rooftop Exhaust Fans	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Property Manager	April 1, 2019	June 30, 2019	Replacement

**Project Description**

The lower and upper flat roof and the four upper rooftop exhaust fans at City Hall have reached the end of their lifecycles and require replacement.

**Justification**

The lower and upper flat roofs at City Hall have reached the end of their lifecycles and leak after rainfall. The rooftop exhaust fans have also reached the end of their lifecycles. Many repairs have been done but due to the age it is no longer economically feasible to repair them. New energy efficient exhaust fans are needed for energy/cost savings as well as for warranty, since parts are no longer available. Roof and exhaust fan replacement should be done at the same time so that the new roofing material meets the base of the newly installed exhaust fans to prevent any water infiltration below.

**Impact of Deferral**


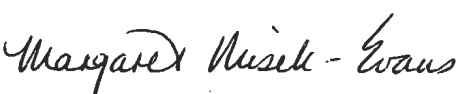

Further deterioration of both the lower and upper roof will occur and potentially cause more damage if left for another year. Temporary caulking and refastening of loose roofing membrane has been done for the last three years but leaks continue after every rainfall. The rooftop exhaust fans, if not replaced, will continue to break down and will not be able to remove washroom fumes and stale air from various parts of the facility which is a health/safety concern for staff and the public.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Removing odor from washrooms and other parts of the building
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	2017 WalterFedy Assessment
Economic Development/Growth Related	Low	
Service Enhancement	Low	Maintain usability of the building
Other	Low	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	225,000	285,000	155,000	270,000	275,000	<b>1,210,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	225,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>225,000</b>	<b>TBD</b>				

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Oversized Load Corridor (OLC)	Community Development Services and Standards

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
OLC Project Manager	Spring 2019	Winter 2023	Replacement

**Project Description**

The Sarnia-Lambton Oversized Load Corridor is a project to rehabilitate and improve a designated route that traverses the City, and upgrade existing Sarnia Harbour Facilities located at the westerly terminus of Exmouth Street. The corridor will accommodate the shipment and export of super oversized objects fabricated in the vicinity of the Plank Road industrial area, as well as the shipment of such objects imported to support the area's traditional petrochemical and emerging bio-industrial base.

**Justification**

The creation of an oversized load corridor will (1) increase the capacity of many City businesses to engage directly or indirectly in the fabrication of materials and equipment destined for export, that will create significant jobs for segments of the local labour force currently underemployed, and (2) support the sustainability of the traditional petro-chemical and refining industry base and enhance the emergent bio-industrial base. The import and export of materials and objects will also increase annual harbour wharfage revenues derived by the City.

**Impact of Deferral**



Deferral of this project could impede the receipt of grant funding and delay the benefits that will accrue to the community's economic base.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Ensures the safe movement of manufactured products
Rehabilitation of Existing Infrastructure	High	Rebuilds roads and overhead infrastructure
Identified in the Strategic Plan	High	Supports economic sustainability of the community
Asset Management/Replacement	High	Improves road and associated appurtenances
Economic Development/Growth Related	High	Creates employment opportunities and increased local disposable income – multiplier effect
Service Enhancement	High	Accommodates transportation needs with fewer resources

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,285,000	3,600,000	3,020,000	3,020,000		<b>10,925,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	600,000					
Grant Revenue						
Potential Grants/Donations	685,000					
Other						
<b>Total Funded</b>	<b>1,285,000</b>	<b>TBD</b>				

<b>Director of Community Development Services &amp; Standards:</b>	<b>CAO:</b>	<b>Director of Finance:</b>
	Margaret Musick-Evans	



<b>Capital Project Name</b>	<b>Department</b>
Airport Terminal Remediation	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Risk Manager	May 1, 2019	July 31, 2019	Rehabilitation

**Project Description**

The terminal has not been updated since its initial construction in 1983. The WalterFedy report lists many areas for maintenance and replacement including: repainting, re-carpeting, re-flooring, re-treading, wall papering, and replacing ceiling tiles, plumbing fixtures, and seating among other things. Rather than replacing these individually, a systematic approach with an interior design would be useful in updating the terminal's condition.

**Justification**

The condition of the airport is one of the first things that the travelling public notices. A complete remodel of the terminal is not envisioned, but an update of the existing building condition will help put the terminal in its best light. The 2017 WalterFedy asset management plan lists the above items as High to Medium. Although not urgent, the updating of the terminal will benefit travellers who are flying both into and out of the City of Sarnia.

**Impact of Deferral**


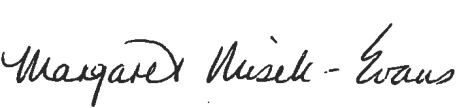

The items are scheduled to be replaced between 2019 and 2022. Individual items have various impacts regarding deferral. The most immediate is that with the increase of service of Dash 8 airplanes, which seat 37, there are not enough seats in the terminal to accommodate all passengers (22 seats post security).

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Low	There is no immediate health & safety risk.
Rehabilitation of Existing Infrastructure	Medium	These items will be a rehabilitation of the dated interior of the airport.
Identified in the Strategic Plan	Low	The airport isn't formally within the strategic plan.
Asset Management/Replacement	High	High to Medium – WalterFedy report replacement for 2019-2022
Economic Development/Growth Related	Medium	Having an airport assists with the economic growth of the region.
Service Enhancement	Medium	Holistic replacement of all related items at one time will enhance the customer's experience at the airport.

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	107,035					107,035
Unfunded Carryover		107,035				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	107,035	TBD				

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Airport – Brick Replacement/Repointing, Caulking & Envelope Study	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Risk Manager	April 1, 2019	April 31, 2019	Rehabilitation

**Project Description**

The exterior of the terminal buildings brick facia requires rehabilitation.

**Justification**

There are several areas on the terminal building where the brick is spalling and mortar is failing. Some of these areas are high risk as they are along the top of the wall near the baggage handling ramp (greater chance of failure leading to head injuries). There is failing caulking around the windows and doors within the terminal that is leading to water infiltration and may lead to window premature failure. A minor study/ survey should be done to determine where all the points of failure are to be remediated.

**Impact of Deferral**


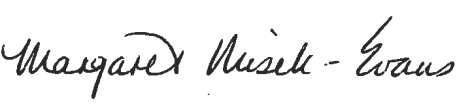

Failing brick and mortar will allow more water infiltration leading to greater future remediation costs. If mortar fails leading to falling bricks around the baggage area may cause injuries and/or claims. The brick remediation will be required to be done in the future and will not self-remedy.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Chance of spalling/falling bricks
Rehabilitation of Existing Infrastructure	Medium	Routine maintenance that has been deferred
Identified in the Strategic Plan	Low	The airport isn't formally within the strategic plan
Asset Management/Replacement	High	Urgent – WalterFedy report
Economic Development/Growth Related	Medium	Having an airport assists in the economic growth of the region
Service Enhancement	Low	This is routine maintenance, no service improvement

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	93,800					93,800
Unfunded Carryover		93,800				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Validated Request						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	93,800	TBD				

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Airport – Asphalt Repair Study and Preliminary Design	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Risk Manager	May 1, 2019	July 31, 2019	Rehabilitation

**Project Description**

An engineering design will be needed to apply for future ACAP application for the main runway. At the same time the non-ACAP areas will need to be evaluated and designed, including storm water management. The \$244,800 is the estimation of engineering fees from the WalterFedy assessment. A portion of these fees is rebatable through the ACAP process once awarded.

**Justification**

The asphalt areas on the airport will require substantial remediation in the next couple years as indicated in the 2018 WalterFedy asset management plan, as well as the 2016 WSP 10 yr. Capital Plan. The largest overall remediation cost is Runway 15-33 which the portion of the engineering study/design is rebated when the runway replacement cost is awarded in the future. The last remediation on runway 06-24 was a slurry seal in 1989 (29+ years ago) and a 50mm topper on runway 15-33 in 2002 (16+ years ago). These main areas are reaching the end of their useful life and will be required to be remediated.

**Impact of Deferral**


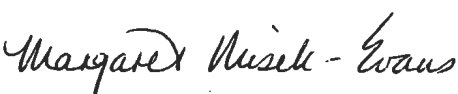

The runways were originally constructed in 1957 with additional asphalt ramps and taxiways constructed in 1967. These main areas have reached the end of their useful life. Service has already been reduced by the reduction in the width of runway 06-24. The impact of deferral will be the delay in the plan for remediation and prevention of orderly redevelopment.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	The existence of divots, cracks, and grade changes has serious consequences for landing and taxing aircraft. In addition, FOD (foreign object debris) from deteriorating surfaces is capable of being thrown at personnel/vehicles at the airport from prop wash.
Rehabilitation of Existing Infrastructure	High	Two asset management plans indicate that the replacement of the asphalt areas as a “high” need.
Identified in the Strategic Plan	Low	The airport isn’t formally within the strategic plan.
Asset Management/Replacement	High	Urgent – WalterFedy report
Economic Development/Growth Related	Medium	Having an airport assists with the economic growth of the region.
Service Enhancement	Low	The engineering study will have its primary focus on maintaining service levels.

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	244,800					<b>244,800</b>
Unfunded Carryover		244,800				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	<b>244,800</b>	<b>TBD</b>				

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
2019 Vendome Parking Lot Resurfacing Capital Request	By-Law

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Construction	May 1, 2019	May 31, 2019	Rehabilitation

**Project Description**  
Resurface Vendome Parking Lot, painting new lines, install lighting fixtures and planting perimeter trees.

**Justification**  
Currently this parking lot is well used and in a good location to provide parking for downtown businesses. During a 2018 Asset Management Review it was found to be in very poor condition scoring a 5 out of possible 100. During the 2018 Downtown Parking consultations it was noted as needing improvements.


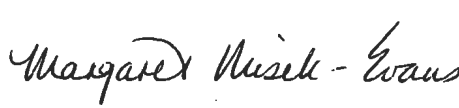

**Impact of Deferral**  
Increased liability along with reduced use of lot will further increase parking deficiencies in the downtown core. Delay in rehabilitation will increase costs for repairs in future.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	
Rehabilitation of Existing Infrastructure	Medium	
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Pavement condition rating is 5 out of 100
Economic Development/Growth Related	Medium	
Service Enhancement	Low	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	235,000					235,000
Unfunded Carryover		235,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	235,000	TBD				

<b>Director of Community Development Services &amp; Standards:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Mission Park Parking Lot Redevelopment	By-Law

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Construction	May 1, 2019	May 31, 2019	Rehabilitation

**Project Description**

To resurface the Mission Park parking lot; including paint new lines, install lighting fixtures, plant perimeter trees, and provide shoreline protection.

**Justification**

Currently, this parking lot is well used, and in a good location to provide parking to Mission Park and downtown businesses. During a 2018 Asset Management Review it was found to be in very poor condition, scoring a 15 out of possible 100. The principal business using this lot identified several concerns, including health and safety items. Additionally, during a review of the shoreline adjacent and to the north of this lot, it was identified that shoreline protection was needed to ensure continued use of this lot.

**Impact of Deferral**



Increased liability, along with reduced use of the lot will further increase parking deficiencies in the downtown core. Delay in rehabilitation to shoreline could cause a total loss of use of this asset.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Identified health and safety risks
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Pavement condition rating is 15 out of 100
Economic Development/Growth Related	Medium	
Service Enhancement	Medium	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	160,000					160,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	16,000					
Grant Revenue						
Potential Grants/Donations						
Other (DC's)	144,000					
<b>Total Funded</b>	<b>160,000</b>					

<b>Director of Community Development Services &amp; Standards:</b> 	<b>CAO:</b> Margaret Musick-Evans	<b>Director of Finance:</b> 
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**Capital Project Name****Department**

Lochiel Kiwanis Centre Gymnasium Roof Replacement &amp; Building Upgrades

General Government

**Project Manager****Start Date****Completion Date****Project Type**

Property Manager

May 1, 2019

September 30, 2019

Replacement

**Project Description**

Various Capital improvements are needed at the Lochiel Kiwanis Centre. The gymnasium roof, rooftop HVAC unit, condensing units, and exterior gymnasium lighting have all reached the end of their life cycle. The electrical panels, exterior brick, stone cornice, entrance door, and exterior windows & enveloping all require repair/upgrading.

**Justification**

These items were identified in the 2015, SNC Lavalin Structural Assessment Condition Report. The report itemized all building items, lifecycle, and repair/replacement cost.

**Impact of Deferral**

Deferring these projects will result in further building deterioration and higher costs to repair/replace in the future.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Low	Potential environment for mould
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	High	2017 WalterFedy Report
Asset Management/Replacement	High	2015 SNC Lavalin Structural Assessment and 2017 WalterFedy Report
Economic Development/Growth Related	Low	
Service Enhancement	Low	Necessary to maintain current use of building
Other	Low	

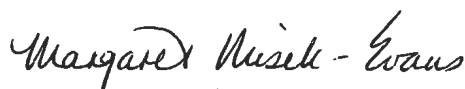
**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	120,000	120,000	120,000	120,000	120,000	<b>600,000</b>
Unfunded Carryover		120,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	<b>TBD</b>				
<b>Total Unfunded</b>	<b>120,000</b>	<b>TBD</b>				

City Solicitor:



CAO:



Director of Finance:



<b>Capital Project Name</b>	<b>Department</b>
120 Seaway Road Building Improvements	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Property Manager	January 31, 2019	August 31, 2019	Replacement

**Project Description**

All interior hot water tanks and furnaces are beyond their lifecycles and require replacement. An LED retrofit is also required as current lighting is outdated and inefficient. The building foundation, eaves troughs and gutters, envelope, and exterior doors also require repair/replacement.

**Justification**

These items are listed as a priority in the 2017 WalterFedy High Level, Building Condition Assessment Survey. As a landlord we have a duty to our tenants to provide heat and hot water.

**Impact of Deferral**


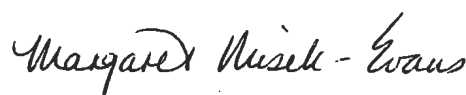

Deferral of the LED retrofit project would result in a loss of incentives. Deferring other items identified in the Condition Assessment Survey could result in break downs and costly emergency repairs as opposed to going through the regular procurement process.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Low	
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	High	2017 WalterFedy Assessment
Asset Management/Replacement	High	2017 WalterFedy Assessment indicates immediate replacement
Economic Development/Growth Related	Low	
Service Enhancement	Low	Maintain current service levels
Other	High	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	78,000	84,000	80,000	86,000	78,000	406,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	78,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>78,000</b>	<b>TBD</b>				

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Sarnia Library Renovations - Air Handlers , Cooling Tower, & Connected Plumbing	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Property Manager	April 1, 2019	June 3, 2019	Replacement

**Project Description**

The two air handler units at the Sarnia Library that distribute hot/cold air along with fresh air intake and exhaust air needs to be replaced. Both air handlers are original to the building and have been repaired/modified over the years. The cooling tower located outside of the library also needs to be replaced with a more efficient system. Both the air handlers and cooling tower have reached the end of their life cycle. These systems work together to provide a comfortable working environment for staff/public throughout the year. It is also recommended by the Electrical Safety Authority that an Electrical Engineer be hired to perform an inspection on the main electrical services and make recommendations on immediate electrical upgrades. Currently 50% of the library (first floor) is without air conditioning due to electrical issues that have caused the motor/compressor and transformer to overheat and shut down.

**Justification**

The 2014 Jorden & Cook Building Condition Report outlines all electrical/ mechanical upgrades as first priority upgrades. The WalterFedy High–Level Building Condition Assessment Survey done in 2017 also makes clear reference to these electrical/mechanical upgrades for immediate replacement.

**Impact of Deferral**


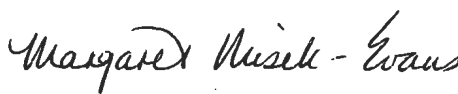

Currently the main air conditioning unit for the main floor of the Sarnia Library has been turned off due to the deterioration of the existing cooling tower and connected plumbing. The cooling tower has been repaired many times over and can now longer be repaired.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	2014 Jorden & Cook Building Condition Report, and 2017 WalterFedy Assessment
Economic Development/Growth Related	Low	
Service Enhancement	Low	Maintain current service levels.
Other	Low	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	390,000	400,000	370,000	260,000	400,000	<b>1,820,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue (Fed. Gas Tax)	390,000					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>390,000</b>	<b>TBD</b>				

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Lawrence House Wheelchair Ramp	General Government

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Accessibility Coordinator	April 2, 2019	June 7, 2019	Rehabilitation

To rehabilitate the current ramp at the Lawrence House. The City of Sarnia will apply for accessibility and cultural improvement grants through the Federal and Provincial government. In the past these grants have either been matching or a 35% contribution. If the grant applications are not successful, staff will request the additional \$30,000 from Sarnia City Council to cover the full cost of the project.

**Justification**

The current ramp does not meet Building Code standards, is deteriorating and due to a drainage issue at the bottom of the ramp water is flooding the basement of the art gallery.

**Impact of Deferral**


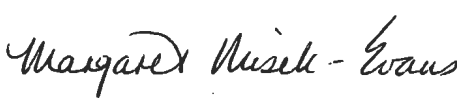

The ramp will continue to deteriorate and water will continue to enter the building.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	The current ramp is too steep and an individual may have difficulty navigating it.
Rehabilitation of Existing Infrastructure	High	Water continues to enter the building.
Identified in the Strategic Plan	High	Responsible financial management, high quality of life and caring for all citizens.
Asset Management/Replacement	Medium	This new ramp will add to the value of the asset.
Economic Development/Growth Related	Medium	More people will be able to enter the gallery.
Service Enhancement	Medium	More people will be able to enter the gallery.

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	90,000					<b>90,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	60,000					
Grant Revenue						
Potential Grants/Donations	30,000					
Other						
<b>Total Funded</b>	<b>90,000</b>					

<b>City Solicitor:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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Capital Project Name	Department
Emergency Fire Apparatus - Heavy Water Tower and Platform	Fire Services

Project Manager	Start Date	Completion Date	Project Type
Fire Chief	January 1, 2019	December 31, 2020	Replacement

**Project Description**

A planned replacement of the 1999 Pierce heavy water tower and platform (bucket) fire apparatus. The apparatus known as Tower 4 has been moved to "reserve status" at Station 4 to reduce annual maintenance cost and extend its life. The Aerial/Tower Platform aids the fire department while working on roof tops, rescue victims from buildings and provides master water streams from an elevated positions. The project committee consisting of senior department members, Purchasing Manager, Corporate Fleet Manager and EVT Mechanic will review specific department needs, develop specifications and an initiate RFP for design and build of Aerial platform fire apparatus. The estimated time frame from the RFP, award, schedule the build with a manufacturer and the delivery of apparatus would be two years.

**Justification**

The fire apparatus has a heavy water tower/ladder with platform for rescue and firefighting purposes. The heavier tower allows for higher volume (8,000 LPM) of water and extended reach of stream. The platform or bucket can hold four persons for rescue from high-rise buildings. The apparatus is 18 years old and beyond front-line service. NFPA Standards recommend front-line service to be 15 years (2015) and moved to reserve status. Reserve status ends after 20 years (2020).

**Impact of Deferral**

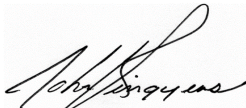
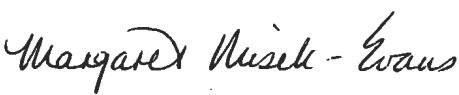

The age of the apparatus is contributing to high maintenance costs also the department is having difficulty and lengthy delays in obtaining replacement parts. The Tower has been out of service for lengthy periods in 2015, 2016 and 2017. Operational reliability is becoming a concern.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	The platform is provided as a second means of firefighter egress from the roof of burning structures
Rehabilitation of Existing Infrastructure	High	Replacement
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Beyond life cycle of front-line apparatus
Economic Development/Growth Related	Low	
Service Enhancement	High	Emergency services, operational reliability concerns

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,000,000	900,000				1,900,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	1,000,000	900,000				
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>1,000,000</b>	<b>TBD</b>				

<b>Fire Chief:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Fire Station 3 Demolition & Rebuild	Fire Services

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Fire Chief	March 1, 2018		Replacement

**Project Description**

This project is for the design and construction of a new fire station in the Colborne Road and Michigan Avenue area (location still subject to a report to Council). Currently, Station 3 is located at 1133 Colborne Road and was built around 1953. The new building will have two drive-through bays and be set back further from the road and intersection. The 2018 approved funding of \$250,000 will allow for site planning, architecture and project management fees associated with the demolition and rebuild. Construction would commence in 2020.

**Justification**

The replacement of Station 3 (Colborne Road) has been discussed with finance during the years 2009 and 2013. In 2014 the Scott Road Station was deemed to be in need of replacement due to moisture and mold conditions caused by deteriorating site services and infrastructure. The Property Condition Assessment of 1133 Colborne Road by Collins-Ferrera substantiates the replacement of the building.

**Impact of Deferral**

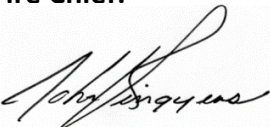
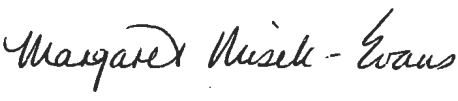

The structural components and building services have deteriorated. The roof will need to be replaced within 1-2 years. All drains are plugging off and require maintenance annually. Mould issues have required the replacement of drywall and kitchen cabinets. We have received health and safety concerns regarding air quality within the building.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Air quality concerns, too close to busy intersection, front apron is too short for the aerial apparatus
Rehabilitation of Existing Infrastructure	High	Building is beyond its useful life
Identified in the Strategic Plan	Low	
Asset Management/Replacement	Medium	Property Condition Assessment
Economic Development/Growth Related	Low	
Service Enhancement	High	If aerial apparatus is placed here
Other	High	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,900,000					1,900,000
Unfunded Carryover		1,900,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	1,900,000	TBD				

<b>Fire Chief:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Arena Improvements	Parks & Recreation

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Recreation & Planning/Manager, Arenas	January 1, 2019	Ongoing	Rehabilitation

**Project Description**

This is an ongoing program to rehabilitate Arena Facilities within the City of Sarnia as per the Arena Management Study, adopted by Council in 2015 and taking into account the corporate Asset Management Plan. Projects earmarked for 2019 include; heating replacement; glycol cooling system upgrades (Sarnia Arena), roof replacement, and HVAC 1 & 2 replacement (PASA), and flat roof and chiller replacement (Clearwater Arena).

**Justification**

These projects align with the Arena Management Study and are required to comply with AODA legislation, improve energy efficiency and to prevent building structural degradation.

**Impact of Deferral**




Deferral will result in continued degradation of the Arenas.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Ensure compliance and integrity of arena facilities
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	High	Align with the 2015 Arena Management Study
Asset Management/Replacement	High	Rehabilitate aging arena facilities
Economic Development/Growth Related	Medium	Increased usage and revenue generation
Service Enhancement	Medium	Ensure compliance and integrity of arena facilities

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,750,000	1,000,000	1,000,000	1,000,000	1,000,000	5,750,000
Unfunded Carryover		1,300,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	450,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>450,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>1,300,000</b>					

<b>Director, Parks &amp; Recreation:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Sports and Recreation	Parks & Recreation

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Recreation & Planning	January 1, 2019	Ongoing	Rehabilitation

**Project Description**

This is an ongoing program to rehabilitate, revitalize and re-design Sport and Recreation facilities and amenities within the City including the removal of items that are beyond their lifecycle. Areas of focus include: Errol Russel Park, Norm Perry Park, Germain Park, Strangway Community Centre, Playgrounds/ Pools/Sportsfields/Facilities, Community Centres and Tennis/Sport Courts. Projects earmarked for 2019 include but are not limited to the following: new washroom facilities at Cox Youth Centre Splash Pad, new pool liner at Cox Youth Centre Pool, player bench improvements at Norm Perry Park, Germain Park parking lot improvements, new bleachers at Germain Park and Tecumseh Park, playground equipment improvements, interior improvements at Camp Saradeca, Chaytor Fieldhouse roof replacement, Mike Weir Park/Cricket Club picnic shelter and new flooring at the Strangway Centre.

**Justification**

Many of the Sport and Recreation facilities are beyond their lifecycle and are in need of significant upgrades. A Sport and Recreation program has been developed identifying the needs and priorities of each facility or field with a prioritized infrastructure plan based on legislative compliance, risk and liability mitigation, and previous Council direction and/or the Asset Management Conditions Assessment Program. This program will support continuous improvement to facilities and fields. These improvements will also reduce potential risk exposure to injury should infrastructure components fail.

**Impact of Deferral**




Sports and Recreation Facilities and Fields will further deteriorate resulting in public health and safety concerns and/or exposure to other risk and liability concerns associated with disrepair and/or legislative non-compliance. In addition, the facilities and fields will not adequately provide a suitable place for our sporting organizations and general public to participate and play. Participation and enrollment will decline as will the ability to generate rental revenue. Project upgrades will result in operational efficiencies and savings.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Ensure integrity of City facilities and complexes
Rehabilitation of Existing Infrastructure	High	Rehabilitate existing sport infrastructure
Identified in the Strategic Plan	High	Community facility upgrades were identified
Asset Management/Replacement	High	Replace/Rehabilitate aging facilities
Economic Development/Growth Related	High	Increased usage of facility & ability for rental revenue
Service Enhancement	Medium	Ability to offer better services and programs through improved facility infrastructure
Other	High	Community impact

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	950,000	950,000	950,000	950,000	950,000	<b>4,750,000</b>
Unfunded Carryover		240,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	710,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>710,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>240,000</b>	<b>TBD</b>				

<b>Director, Parks &amp; Recreation:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Park Infrastructure	Parks & Recreation

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Recreation & Planning	January 1, 2019	Ongoing	Rehabilitation

**Project Description**

This is an ongoing project to rehabilitate and upgrade aging parks infrastructure within the City of Sarnia. Areas of focus include: washroom facility & service upgrades; park revitalization; gazebo and shelter improvements; walkways, trails and pathways; and urban forestry & natural areas. Projects earmarked for 2019 include: improvements to the dog park, revitalization of park signage and park furniture in neighborhood and community parks, pathway accessibility improvements at Kenwick on the Lake Park; new accessible pathways and gathering area around the Sarnia Lawn Bowling Club & Germain Park washroom facilities; improvements to Harry Turnbull Park; new roof on the Centennial Park shop building.

**Justification**

There are 100+ parks and public spaces requiring upgrades and/or lifecycle replacements to ensure that parks remain safe and welcoming places. Previous infrastructure upgrades are beyond their lifecycle and/or have degraded due to weather or other environmental exposure, vandalism and/or volume of public use. Park's CPTED (Crime Prevention Through Environmental Design) Program will be completed for any park revitalization/redesign project to increase park safety. A Parks Infrastructure program has been developed identifying the needs and priorities, and is based on legislative compliance, risk and liability mitigation, previous Council direction, and/or asset management condition assessments.

**Impact of Deferral**




Park infrastructure will further decline resulting in lack of access to publically desired amenities such as washrooms, playground equipment, safe trails, picnic shelters and pathways.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Ensure integrity of Park infrastructure
Rehabilitation of Existing Infrastructure	High	Rehabilitate existing infrastructure when possible
Identified in the Strategic Plan	High	Upgrade community facilities
Asset Management/Replacement	High	Replace/Rehabilitate aging facilities
Economic Development/Growth Related	High	Increased usage of Park pavilions, picnic shelters
Service Enhancement	Medium	Increased safety and accessibility

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	200,000	200,000	200,000	200,000	200,000	1,000,000
Unfunded Carryover		60,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	140,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>140,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>60,000</b>	<b>TBD</b>				

<b>Director, Parks &amp; Recreation:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Public Works Improvements	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Operation Services	Spring 2019	Ongoing	Rehabilitation

**Project Description**

To complete Capital improvements/rehabilitation at various Public Works buildings throughout the City. In 2019, the roof at 708 Eddings Street will be replaced.

**Justification**

This program is an annual investment in the existing Public Works facilities. The preventative maintenance program reduces the need for significant emergency building repairs.

**Impact of Deferral**


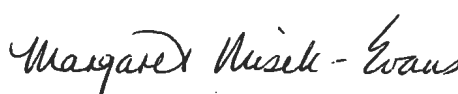

If this project is not completed, the builds may fail causing significant upheaval in day to day operations.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Low	Maintain employee health through construction of modern facilities
Rehabilitation of Existing Infrastructure	High	Protection of City's assets through preventative maintenance
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	Upgrading/maintaining existing assets
Economic Development/Growth Related	Low	
Service Enhancement	Low	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	75,000	250,000	250,000	250,000	250,000	<b>1,075,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	75,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>75,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Compost Site Improvements	Engineering – Public Works

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Operation Services	Spring 2019	Ongoing	Rehabilitation

**Project Description**

Drainage pond cleaning and asphalt resurfacing at the Compost Site.

**Justification**

The accumulation of sediment in the drainage pond impedes the proper operation of the facility and requires removal. Finished products (compost, mulch and wood chips) are often contaminated with asphalt millings from the underlying surface treatment. In 2005, one working area was asphalted; portions of the other 2 areas have been treated with compacted millings. The other two working areas require asphalt surfacing, one per year, starting 2020.

**Impact of Deferral**


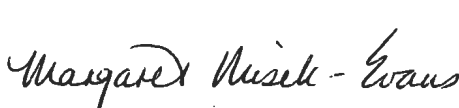

Continued flooding of the site as drainage pumps are unable to keep up with wet weather events. Contaminated products lead to fewer sales of finished products.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Low	
Rehabilitation of Existing Infrastructure	High	Little rehabilitation since constructed in 1989
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	Asset maintenance required to sustain service
Economic Development/Growth Related	Low	
Service Enhancement	Medium	Customer satisfaction with finished products

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	75,000	500,000	300,000			<b>875,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	75,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>75,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Road Resurfacing/Reconstruction	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Fall 2019	Rehabilitation/Reconstruction

**Project Description**

This is an ongoing project to rehabilitate/resurface City owned streets and parking lots using various strategies, including appurtenance adjustments (curb, catch basins, and manholes). Refer to October 29, 2018 Council Report.

**Justification**

A road condition survey was completed in late 2012 of all roads in the City. The report was updated in 2014 by City staff. The final report shows the following: immediate need of rehabilitation – 104 kilometers in 2015, 27 kilometers in 2016, 43 kilometers in 2017, 113 kilometers between 2018 and 2020, and 152 kilometers between 2021 and 2032. One kilometer of typical 2-lane roadway rehabilitation costs approximately \$500,000. A number of calls, e-mails, and complaints are received annually regarding the poor condition of City roads.

**Impact of Deferral**




Once a road is in need of rehabilitation due to cracks and failures, inclement weather leads to exponential deterioration, increased liability, and increased potential for claims.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Provide a safe, reliable roadways
Rehabilitation of Existing Infrastructure	High	Improve drivability
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Maintain access, replace deteriorating roads
Economic Development/Growth Related	High	Maintain access to City
Service Enhancement	High	Ensure integrity of services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	2,000,000	2,000,000	2,500,000	2,500,000	4,000,000	13,000,000
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue (OCIF)	2,000,000					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>2,000,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Rural Roads Rehabilitation	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Ongoing	Ongoing	Rehabilitation/Replacement

**Project Description**

This is an ongoing project to rehabilitate/resurface rural roads within the City of Sarnia, using various strategies. The rural roads require surface treatments to maintain a wearable and skid resistant surface. Refer to the October 29, 2018 Council Report on Asphalt Resurfacing.

**Justification**

The City has approximately 66km of surface-treated rural roads that require maintenance. Many (such as Blackwell Sideroad Michigan Line, etc.) have reached a point where they are safety hazards for drivers and cyclists. Some roads can be rehabilitated, but some need to be completely reconstructed. Surfaces are rough and slippery with broken edges, leading to a reduction or total loss of shoulders into ditches, causing deficiencies with the roadside drainage ditches.

**Impact of Deferral**

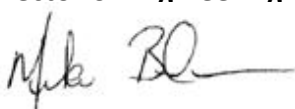


Many of our rural roads have become a significant risk/liability to the motoring public. Failure of the road could lead to significant costs for emergency repairs, potentially resulting in the complete closure of the road until repairs can be undertaken. Some sections, previously requiring rehabilitation, now require complete reconstruction, at significantly more cost.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Provide safe, reliable rural road surfaces
Rehabilitation of Existing Infrastructure	High	Improved drivability
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Maintain access, replace deteriorating roads
Economic Development/Growth Related	High	Maintain access to the City
Service Enhancement	High	Ensure integrity of services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	300,000	500,000	1,000,000	1,000,000	1,000,000	<b>3,800,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue (OCIF)	300,000					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>300,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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Capital Project Name	Department
Widen Exmouth Street – Murphy Road to Amsterdam Court	Engineering

Project Manager	Start Date	Completion Date	Project Type
Director of Engineering	Spring 2019	October 30, 2019	New

**Project Description**

Widen Exmouth Street between Murphy Road and Amsterdam Court from one eastbound through lane to two.

**Justification**

The Transportation Master Plan identified the eastbound through movement at Exmouth/Murphy as operating at a low level of service that will continue to worsen as the City develops. Eastbound Exmouth Street traffic is constrained at this location due the reduction from two lanes to one. Widening the road will improve traffic flow. Work at the intersection related to the oversized load corridor would also be completed including raising/burying overhead wires and installing hinges on the traffic signal arms.

**Impact of Deferral**

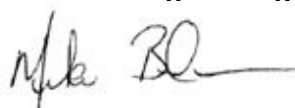
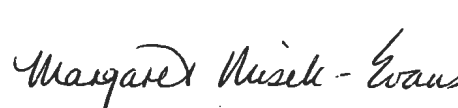

Continued poor level of service at this intersection increasing as traffic grows.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Will make traffic flow safer
Rehabilitation of Existing Infrastructure	Low	
Identified in the Strategic Plan	High	Support growth
Asset Management/Replacement	Low	
Economic Development/Growth Related	High	Support growth
Service Enhancement	High	Improve traffic flow

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	450,000					450,000
Unfunded Carryover		450,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	450,000	TBD				

Director of Engineering: 	CAO: 	Director of Finance: 
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<b>Capital Project Name</b>	<b>Department</b>
Canatara Park Upgrades	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Ongoing	Ongoing	Rehabilitation/Reconstruction

**Project Description**

This is an ongoing project to reconstruct/rehabilitate/resurface City owned sidewalks, streets and parking lots within Canatara Park. Staff will evaluate site conditions and use various strategies to improve drainage, and failing roads and sidewalks within the heavily used Public Park.

**Justification**

The City receives numerous complaints each year about the failing condition of roads, sidewalks and parking lots within Canatara Park. Portions of pavement in the Park have failed and are in need of rehabilitation. A dedicated budget would allow for Park upgrades to be completed without competing against other capital linear infrastructure projects.

**Impact of Deferral**


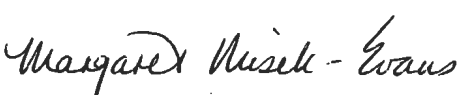

Once a pavement is in need of rehabilitation due to cracks and failures, inclement weather leads to exponential deterioration of roads and sidewalks, increasing liability and potential for claims.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Improve safety and reliability
Rehabilitation of Existing Infrastructure	High	Improve drivability
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Replace deteriorating surfaces
Economic Development/Growth Related	Medium	
Service Enhancement	Medium	Ensure integrity of services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	250,000	250,000	250,000	250,000	250,000	<b>1,250,000</b>
Unfunded Carryover		250,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	<b>TBD</b>				
<b>Total Unfunded</b>	<b>250,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Rehabilitation of Various Structures (Bridges & Culverts)	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	Rehabilitation/Replacement

**Project Description**

The rehabilitation and/or replacement of various major bridges and culverts (excluding the Donohue Bridge) and all associated appurtenances as identified in the 2018 biennial 'OSIM Bridge Inspection Reports' completed by Engineered Management Systems (EMS) and the 2016 'Bridge Inspection, Testing and Structural Condition Assessment Report' completed by Amec Foster Wheeler.

**Justification**

The City currently owns and maintains a total of 30 major bridges and culverts; 19 bridges and 11 culverts (excluding the Donohue Bridge). Currently, 10 (31%) of the City's major bridges and culverts have exceeded their design lives and require replacement, while another 7 (22%) require immediate rehabilitation work. As the City's major bridges and culverts continue to age, it is reasonably expected that their rehabilitation requirements will continue to grow over time. As per Ontario Regulation 104/97, s.3, the City is required to ensure that all of its major bridges and culverts are kept in 'safe and good repair'. The rehabilitation work proposed for the Blackwell Sideroad over Perch Creek Bridge (Bridge No. 60), Kenny Street Bridge (Bridge No. 150), Jackson Road over Drainage Canal Bridge (Bridge No. 70), and Michigan Avenue over Drainage Canal Bridge (Bridge No. 40) in 2019 is required in order to meet this legislated requirement.

**Impact of Deferral**


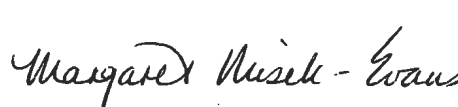

The rehabilitation of the Blackwell Side Road over Perch Creek Bridge (Bridge No. 60), Kenny Street Bridge (Bridge No. 150), Jackson Road over Drainage Canal Bridge (Bridge No. 70), and Michigan Avenue over Drainage Canal Bridge (Bridge No. 40) are urgently required in 2019 in order to prevent further significant deterioration of key structural bridge components caused by the penetration of road salt and water. If select rehabilitation activities are not completed in 2019, each of the bridges will require additional, and more extensive, rehabilitation work on various critical bridge components and/or full replacement in the immediate future.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ensure structural integrity/Meet legislated requirements
Rehabilitation of Existing Infrastructure	High	Rehabilitation of existing bridge structure
Identified in the Strategic Plan	High	Identified in 2016 bridge inspections reports
Asset Management/Replacement	High	Identified priority/Legislated requirement
Economic Development/Growth Related	High	Key/vital pedestrian and/or vehicular crossings
Service Enhancement	Medium	Continued/Long-term crossing locations throughout City

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	2,000,000	3,700,000	3,100,000	3,800,000	1,000,000	<b>13,600,000</b>
Unfunded Carryover		1,000,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	361,380					
Grant Revenue (OCIF)	638,620					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>1,000,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>1,000,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Shoreline Protection	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Construction	Spring 2019	Ongoing	Replacement

**Project Description**

To replace existing steel groynes, retaining walls, access points, and related works along the City's shoreline.

**Justification**

In August of 2017, the water level of Lake Huron was the highest it has been since 1997. The current level is only 400 mm below the all-time high experienced in 1986. With the current high water and storm events, we will continue to see increased erosion and loss of public property. The existing steel seawalls and groynes are approximately 30-40 years old and have deteriorated beyond repair. The City has received numerous complaints regarding the unsafe conditions in, and around, the seawalls and groynes. In many areas, the existing steel walls have completely failed, resulting in emergency repairs after storm events. These repairs are very costly and offer only short term relief, as erosion continues to deteriorate around repaired areas.

**Impact of Deferral**


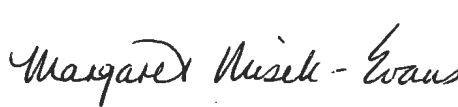

Storm events will continue to cause significant erosion, loss of beaches and public property, and deterioration of groynes, resulting in further complaints and increased risk and liability to the City.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Use of public beaches
Rehabilitation of Existing Infrastructure	High	Replacing old technology with new
Identified in the Strategic Plan	Medium	Enhance social environment/technology
Asset Management/Replacement	High	Upgrading assets
Economic Development/Growth Related	Low	
Service Enhancement	Medium	Better access

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	700,000	1,000,000	1,000,000	1,000,000	1,000,000	<b>4,700,000</b>
Unfunded Carryover		100,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	600,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>600,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>100,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Donohue Bridge	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	Rehabilitation

**Project Description**

The rehabilitation of the West deck of the Donohue Bridge was completed in 2009/2010, followed by the rehabilitation of select substructure components in 2013. In 2017, additional rehabilitation activities, not included in the scope of the 2013 project, were completed on select substructure components of the bridge. In the spring of 2018, the rehabilitation of the East deck and miscellaneous substructure components on the Donohue Bridge began. These rehabilitations are expected to carry-over into the 2019 construction season.

**Justification**

As per the Ontario Regulation 104/97, s.3, the City is required to ensure that all of its major bridges and culverts are kept in 'safe and good repair'. Therefore, all rehabilitation work specified for the Donohue Bridge is required in order to meet this legislated requirement. The Donohue Bridge is the largest and most heavily travelled vehicular bridge in Sarnia. With an estimated replacement cost of \$32M, the Donohue Bridge accounts for 48% of the total replacement cost of all the City's major bridges and culverts as reported in the 2016 "OSIM Bridge Inspection Reports". The Donohue Bridge, which was built in 1969, was originally designed to be in service for 60 to 70 years. As the bridge continues to age, it is reasonable to expect that its rehabilitation requirements will continue to grow. It is estimated that the Donohue Bridge will reach the end of its design life in the years 2033 to 2038, at which time it will require decommissioning and reconstruction.

**Impact of Deferral**


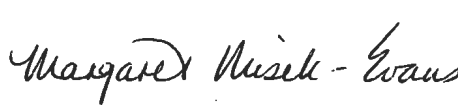

Due to the magnitude and complexity of the required repairs, the 2018 rehabilitation of the East deck and miscellaneous substructure components on the Donohue Bridge is expected to carry-over into the 2019 construction season. Following the conclusion of the 2018/2019 rehabilitation project, the City must begin to plan for the inevitable decommissioning and replacement of the Donohue Bridge (estimated cost of \$34M) in the period between 2033 and 2038. The deferral of proper financial planning on this matter will cause significant adverse effects on the City's budgeting processes in the 2033 to 2038 period.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ensure structural integrity/Meet legislated requirements
Rehabilitation of Existing Infrastructure	High	Rehabilitation of existing bridge structure
Identified in the Strategic Plan	Low	Not currently
Asset Management/Replacement	High	Identified priority/Legislated requirement
Economic Development/Growth Related	High	Main arterial connection to industrial area
Service Enhancement	Medium	Continued/Long-term access to industrial area

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,500,000					1,500,000
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue (Fed. GasTax)	1,500,000					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>1,500,000</b>					

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Transportation Master Plan (TMP) – Bike Lanes & Sidewalks	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	New

**Project Description**

To improve active transportation and road safety throughout the City, as identified in the Transportation Master Plan. Projects include new sidewalks, rehabilitation of sidewalks (i.e. grinding uneven sidewalks), new cycling infrastructure, and new pedestrian crossovers at various locations throughout the City.

**Justification**

Creating Complete Streets that support all modes of transportation will make our community healthier and more livable. The Transportation Master Plan recommended \$250,000 for the next 8 years be allocated for active transportation improvements. These projects will improve safety for pedestrians and cyclists, and make our community more accessible. Improving active transportation infrastructure will reduce claims related to tripping hazards, etc.

**Impact of Deferral**

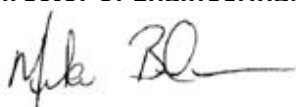

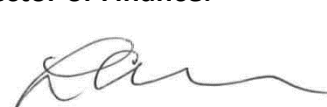
Lower levels of accessibility and lack of integrated active transportation networks. 20% matching funds are required to utilize the remaining Ontario Municipal Commuter Cycling grant funding.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Reduce tripping hazards
Rehabilitation of Existing Infrastructure	High	Repair existing sidewalks
Identified in the Strategic Plan	High	Transportation Master Plan
Asset Management/Replacement	Medium	
Economic Development/Growth Related	Medium	Improved alternative mode of transportation
Service Enhancement	High	Provide safe walking/cycling pathways

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	125,000	250,000	250,000	250,000	250,000	<b>1,125,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	125,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>125,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Streetscape Improvements – Various Locations	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	New/Replacement/Rehabilitation

**Project Description**

This is an ongoing project to improve the streetscape at various locations throughout the City. This includes new street lighting, traffic signal, street furniture, sidewalk installations, and requested intersection curb cuts (required under the Accessibility for Ontarians with Disabilities Act). Mitton Village Community Advisory Committee requesting \$17,000 for capital expenditures for Streetscape in Mitton Village to be included in within the overall City Streetscape Capital Project.

**Justification**

To meet legislative requirements (AODA, Minimum Maintenance Standards, and Highway Traffic Act). To allow further ability to respond with available funding to warranted traffic signal installations, approved petitions for new sidewalks, and other requests to improve the safety of our streets. The Transportation Master Plan (TMP) identified intersections that require improvements. The funding used for these improvements will permit staff to begin implementing these requirements.

**Impact of Deferral**


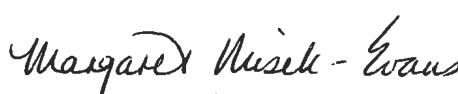

Deferral of this project would mean non-compliance with required legislation and standards, and an inability to respond to customer/citizen requests in a timely fashion for warranted streetscape improvements. Without signal phase re-optimization or lane improvements, traffic congestions and delays will continue to impact vehicles.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Remove a tripping hazard risk/liability
Rehabilitation of Existing Infrastructure	High	Replace aging assets
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Upgrade existing assets with new, better materials
Economic Development/Growth Related	Medium	Improve streetscapes throughout the City
Service Enhancement	Medium	To ensure integrity of services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	75,000	150,000	150,000	150,000	150,000	<b>675,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	75,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>75,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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**Capital Project Name****Department**

Bus Stop Accessibility Improvements (AODA)

Engineering

**Project Manager****Start Date****Completion Date****Project Type**

Director of Engineering

Spring 2019

December 31, 2019

Replacement

**Project Description**

Year five of a ten-year project to upgrade the bus stop inventory to meet accessibility standards as required under the Accessibility for Ontarians with Disabilities Act (AODA). Based on prioritized locations and ridership requirements, upgrades include the construction of concrete pads with tactile warning strips, accessible bus shelters & benches, improved passenger signage, refuse containers, lighting and barrier considerations to provide free path of travel to and from bus stops.

**Justification**

The AODA was enacted into law in 2005 to develop, implement, and enforce accessibility standards throughout the province. The Act requires measures for ensuring consultation with local accessibility advisory committees regarding transit stops and shelters. The Act sets January 1, 2025 as the date of meeting accessibility requirements throughout the province. With over 600 bus stops in the City, a phased approach over 10 years to implement the accessibility upgrades is recommended in the approved Transit Master Plan

**Impact of Deferral**

If this project is delayed the financial impact will increase in subsequent years in order to meet the 2025 compliance deadline.

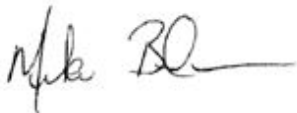
**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Improve passenger safety
Rehabilitation of Existing Infrastructure	Medium	Enhance existing stops
Identified in the Strategic Plan	High	High Quality of Life & Caring for all Citizens
Asset Management/Replacement	Low	
Economic Development/Growth Related	Medium	
Service Enhancement	High	Meet AODO Regulations

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	100,000	100,000	100,000	100,000	50,000	500,000
Unfunded Carryover		100,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	100,000	TBD				

Director of Engineering:



CAO:



Director of Finance:



Capital Project Name	Department
Care-A-Van Bus Replacement	Engineering

Project Manager	Start Date	Completion Date	Project Type
Director of Engineering	Spring 2019	December 31, 2019	Replacement

**Project Description**

Purchase of one high floor cutaway accessible bus for Care-A-Van service.

**Justification**

Replacement of 12 year old Care-A-Van bus with over 350,000 km.

**Impact of Deferral**

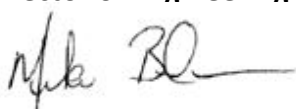
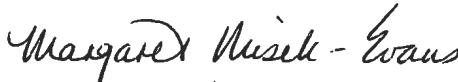

Increased maintenance costs and service disruptions of maintaining existing vehicle in the fleet.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	Improved safety with newer bus
Rehabilitation of Existing Infrastructure	High	Replacing bus in poor condition
Identified in the Strategic Plan	High	Aggressively manage our assets
Asset Management/Replacement	High	
Economic Development/Growth Related	Low	
Service Enhancement	High	New reliable bus

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	185,000		115,000			185,000
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue (Prov. Gas Tax)	185,000					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>185,000</b>					

Director of Engineering: 	CAO: 	Director of Finance: 
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<b>Capital Project Name</b>	<b>Department</b>
Transit Maintenance Pit Replacement	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	December 31, 2019	Replacement

**Project Description**

Purchase and install a drive-on hoist to repair, service, and support vehicles. Prior to installation, existing repair lighting, ventilation, and hoist must be removed. Catch-basin must be raised to floor height and the existing repair pit will have to be filled with concrete.

**Justification**

The repair pit has exceeded its useful life. Concrete crumbling and cracking creating safety issues. The guide rails were replaced and repaired several times, but still will not remain anchored to the floor. Adding a drive-on hoist will allow us to utilize the space to service, repair buses, and perform MTO inspections. A High Level Building Condition Assessment Survey was completed on Oct. 19/17 by WalterFedy. It refers to the repair pit as urgently requiring replacement. The total estimated replacement value of the transit building is \$8M. On average, \$160k should be spent each year to maintain the building.

**Impact of Deferral**




Since the existing repair pit is unsafe to use, a significant amount of infrastructure will remain underutilized if a new hoist is not installed.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Improve employee safety
Rehabilitation of Existing Infrastructure	High	Improve ageing infrastructure
Identified in the Strategic Plan	High	Responsible Financial Management
Asset Management/Replacement	High	Upgrade existing repair bay, currently unused
Economic Development/Growth Related	Low	
Service Enhancement	High	Improved vehicle service productivity

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	290,000				300,000	290,000
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue (Prov. Gas Tax)	290,000					
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>290,000</b>					

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Sarnia Sewer Upgrade Project	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	January 1, 2015	March 31, 2021	Replacement

**Project Description**

The 2019 component of the “Sarnia Sewer Upgrade Project” includes Class EA Design and Construction of alternate Green Street Pump Station/ Waterworks Pumping Station; design of Bedford Pumping Station components including gravity sewers and forcemain to the Water Pollution Control Centre (WPCC) and Upgrades to head works at WPCC; Class EA design and construction Rapids Parkway forcemain re-routing project.

**Justification**

This project is approved for \$30 million in grant funding through the New Building Canada-Provincial-Territorial Infrastructure Component - Small Communities Fund and the Ontario Government. This is one of the top priority projects in our Asset Management Plan. The City is required to fund all costs beyond the grant amount. The initial \$49 million high level estimate (+/- 25%) for this project is based on the master plan and feasibility reports. AECOM is currently completing the design for the major component of this project and an updated cost estimate will be provided to Council once the design has advanced. This complex project includes construction of a large pumping station and tunneling a major gravity sewer under the CN Rail yard. The project timeline has been recently extended by Small Community Fund to October 31, 2021.

**Impact of Deferral**


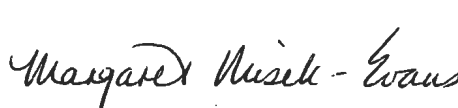

Any further delay in execution of this project may cause non-compliance with the Ministry of the Environment, Conservation and Parks (MECP) and Climate Change approvals. Delay could also cause failure of the pumping stations causing service disruptions and significant basement flooding in various large drainage areas throughout the City.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Compliance with MOE Certificate of Approval, proper operation of pumping stations to prevent basement flooding
Rehabilitation of Existing Infrastructure	High	Keeping pumping stations in good working order
Identified in the Strategic Plan	High	Asset Management Plan
Asset Management/Replacement	High	Upgrading existing assets with longer lasting materials
Economic Development/Growth Related	High	Unlocks future growth potential
Service Enhancement	High	To ensure integrity and availability of sanitary sewer services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	7,500,000	7,000,000				14,500,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	2,500,000	5,000,000				
Grant Revenue (OMAFRA)	5,000,000	2,000,000				
Potential Grants/Donations						
Other (DC's)						
<b>Total Funded</b>	<b>7,500,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Storm Water Management (SWM) Facilities	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Superintendent, Environmental Services	Spring 2019	Ongoing	Rehabilitation

**Project Description**

To undertake various Capital Improvements at Storm Water Management Facilities (SWM) within the City. This includes SWM Ponds and Storm Water Pumping Stations. The project in 2019 will consist of the engineering and planning required for the cleaning of the D2C (Area 1) facility in 2020.

**Justification**

Storm Water Management Ponds are designed to collect runoff from the local storm sewer systems following either a rainfall or snowfall event, or activities such as lawn watering or washing cars. These ponds temporarily hold this runoff, provide treatment, and slowly release it back into our waterways. These ponds are a critical component on our storm sewer system and ease some of the burden on our combined sewers. To ensure our Storm Water Management Facilities are operating at optimum performance and in compliance with our Ministry of the Environment Certificates of Approval, capital works and upgrades should be identified and undertaken on these ponds and stations.

**Impact of Deferral**


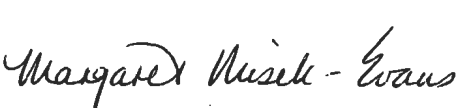

If the SWM facilities fail, significant flooding in various drainage areas of the City could occur. Possibility of being in non-compliance with our Ministry of the Environment Certificates of Approval.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ensure proper operation of SWM facilities and help prevent flooding
Rehabilitation of Existing Infrastructure	High	Keep SWM facilities in good working order
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Upgrade and maintain existing assets for longer service life
Economic Development/Growth Related	Medium	
Service Enhancement	High	Ensure integrity and availability of storm sewer and SWM facilities

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	200,000	1,000,000	200,000	200,000	200,000	1,800,000
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other (DC's)	200,000					
<b>Total Funded</b>	<b>200,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Sewer Separation Projects	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	Replacement/Rehabilitation

**Project Description**

Ongoing combined sewer separation work located under existing roads and/or in road rights-of-way, on combined sewer drainage areas. The removal and replacement of the existing watermain above the streets; rehabilitation of existing road, sidewalk curb and gutter, are affected by the sewer separation, watermain installation work and other associated works.

**Justification**

The existing sewer, which is part of the combined sewer drainage area, is an old vitrified clay combined sewer installed in the 1920's. This sewer needs to be separated to mitigate basement flooding, eliminate the combined sewer discharging into the interceptor sewer. Staff has also submitted an Expression of Interest Application for "Combined Sewer Separation –Flooding and Overflow" under Federal Funding program "Disaster Mitigation and Adaptation Fund". The proposed project areas for this application is included within this sewer separation Capital Project. If successful, the City's share of the funding will be spent from Reserves. In the event we are not successful, we will still complete a smaller project.

**Impact of Deferral**


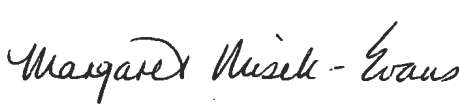

The sewer separation of this section is an important phase to achieve the total separation in this drainage area. This will result in spare capacity of our wastewater treatment plant by eliminating combined flows.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Help reduce risk of basement flooding/ water quality
Rehabilitation of Existing Infrastructure	High	Prevent failure of infrastructure
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Achieve separated sewer system
Economic Development/Growth Related	Medium	
Service Enhancement	High	Reduce flooding and back-up into homes

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	2,000,000	3,000,000	3,000,000	4,000,000	6,000,000	<b>18,000,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	1,200,000					
Grant Revenue						
Potential Grants/Donations	800,000					
Other						
<b>Total Funded</b>	<b>2,000,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Watermain, Sanitary and Storm Sewer Replacement – Various Locations	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	Spring 2019	Ongoing	New/Replacement/Replacement

**Project Description**  
 To undertake the replacement and rehabilitation of watermain and sewers of various diameters at various locations throughout the City. This is a multi-year/phase program to replace aging watermains, sewers and associated appurtenances (valve chambers, valves, etc.).

**Justification**  
 The watermains being considered for replacement are old, undersized, and made of cast iron which have a large build-up of calcite on the inside reducing the diameter, flow, and pressure within. Some of the existing watermains are located on private property and are under existing structures and are not large enough to provide appropriate fire flows in some areas. Existing aging sewers are also recommended to be rehabilitated/replaced in conjunction with watermains to better utilize our Capital funds. The rehabilitation/repair of associated road sections are carried out at the same time. Although there is considerable current needs/backlog for water and sewer replacement and rehabilitation as per our Infrastructure Asset Management Plan, This funding request is based on available funding only.


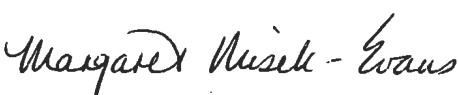

**Impact of Deferral**  
 Old watermains have pressure and flow issues and could lead to water quality concerns. These watermains are also responsible for numerous breaks requiring emergency repair. There also exists the possibility, that when old watermains fail, they cannot be repaired. The associated sewers if not improved, could collapse, causing service disruptions and damage to the road and City.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ensure potable water and fire protection
Rehabilitation of Existing Infrastructure	High	Maintain potable water
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Maintain service
Economic Development/Growth Related	Medium	
Service Enhancement	Medium	Provide long term service

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	3,800,000	3,000,000	3,000,000	4,000,000	5,000,000	<b>18,800,000</b>
Unfunded Carry Over		600,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	2,480,000					
Grant Revenue						
Potential Grants/Donations						
Other (DC's)	720,000					
<b>Total Funded</b>	<b>3,200,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>600,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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**Capital Project Name****Department**

LaSalle Line & Virgil Avenue Watermain Project	Engineering
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**Project Manager****Start Date****Completion Date****Project Type**

Director of Engineering	Spring 2019	October 31, 2019	New/Replacement/Rehabilitation
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**Project Description**

This project is to undertake the replacement and rehabilitation of watermain on LaSalle Line and Virgil Avenue including connections to St. Clair Township Watermain and associated appurtenances (valve chambers, valves, etc.).

**Justification**

The watermains being considered for replacement in this area are old cast iron which have broken several times in the past and have low available pressure and flows. Most of the fire hydrants in this section are colour coded red. Therefore, there is lack of fire flows in this area. The rehabilitation/repair of associated road sections will be carried out at the same time. In addition, there is future development /expansion proposals in this area from Aamjiwnaang First Nations (AFN). Although there is considerable current needs/backlog for water and sewer replacement and rehabilitation as per our Infrastructure Asset Management Plan, this funding request is based on available funding only.

**Impact of Deferral**

Old watermains have pressure and flow issues and could lead to water quality concerns. These watermains are also responsible for numerous breaks requiring emergency repair. Possibility exists that when old watermains fail, they cannot be repaired. The associated sewers, if not improved, could collapse, causing service disruptions and damage to the road and City.

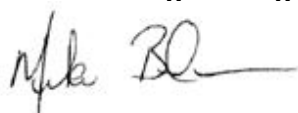
**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Ensure potable water and fire protection
Rehabilitation of Existing Infrastructure	High	Maintain potable water
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Maintain service
Economic Development/Growth Related	Medium	
Service Enhancement	Medium	Provide long term/ future service

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	2,000,000					2,000,000
Unfunded Carryover		2,000,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other (Potential AFN funding)						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	2,000,000	TBD				

Director of Engineering:



CAO:



Director of Finance:





Capital Project Name	Department
Plank Road Reconstruction	Engineering

Project Manager	Start Date	Completion Date	Project Type
Director of Engineering	Spring 2019	December 31, 2021	Replacement/Rehabilitation

### Project Description

Reconstruction of Plank Road from Indian Road to Hwy 40, (approximately 3km length) including watermains located under existing roads and/or in road rights-of-way, the removal and replacement of the existing old Watermains, reconstruction of existing road, road shoulder, and other associated works.

### Justification

The existing road is one of the worst condition roads in the City. The existing watermain is a ductile Iron 300 mm diameter and has had a number of watermain breaks in the past. Fixing watermain breaks is very cumbersome and costly due to lack of accessibility with utility plants in the way of excavation. Also, there are water supply disruptions to major industries during watermain breaks.

### Impact of Deferral


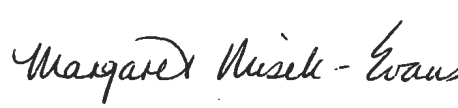

The reconstruction of the watermain in the section is essential as there are a number of watermain breaks in this section. The existing road is also in a very bad condition with high industrial traffic.

### Project Impact (High/Medium/Low)

Category	Ranking	Comment
Health & Safety	High	Help reduce risk of basement flooding /water quality
Rehabilitation of Existing Infrastructure	Medium	Prevent failure of infrastructure
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Achieve separated sewer system
Economic Development/Growth Related	Medium	
Service Enhancement	High	Improve level of service

### Financials

Year	2019	2020	2021	2022	2023	Total
Validated Request	2,000,000	2,000,000	2,000,000			6,000,000
Unfunded Carryover		2,000,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds						
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	-	TBD				
<b>Total Unfunded</b>	2,000,000	TBD				

Director of Engineering: 	CAO: 	Director of Finance: 
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<b>Capital Project Name</b>	<b>Department</b>
Water Pollution Control Centre Improvements	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Engineering	January 1, 2019	December 31, 2019	Rehabilitation

**Project Description**

To complete various Capital improvements at the Water Pollution Control Centre (WPCC), in accordance with the Water Pollution Control Centre 10-Year Capital Plan, with exception to the UV Change-out. For example, replacing two sump pumps in the raw sewage drywells.

**Justification**

This project is required to enhance the WPCC's operating performance and maintain compliance with our Ministry of the Environment and Climate Change Environmental Compliance Approval.

**Impact of Deferral**


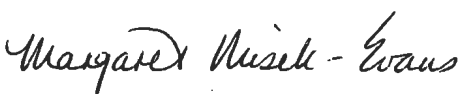

If deferred, then we may be in non-compliance with our Ministry of the Environment and Climate Change Environmental Compliance Approval.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	To ensure compliance
Rehabilitation of Existing Infrastructure	High	Replacing aging material with new material
Identified in the Strategic Plan	Medium	
Asset Management/Replacement	High	Upgrading existing assets with longer lasting materials
Economic Development/Growth Related	Medium	
Service Enhancement	Medium	To ensure integrity and availability of sanitary sewer services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	100,000	500,000	500,000	500,000	500,000	<b>2,100,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	100,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>100,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Water Pollution Control Upgrades – Bio-Solids Improvements	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Superintendent, WPCC	January 1, 2019	December 31, 2019	Replacement

**Project Description**

Upgrades to the Biosolids processing equipment including replacement of the CKD mixer, replacement of the CKD silos, and expansion of the dewatering facilities including feed pumping, conveyor, centrifuge, instrumentation and controls.

**Justification**

Sarnia WPCC - Sludge Management Study 2014 – “Cole Engineering”. Condition of Biosolids Storage Building Assessment Report 2015 – “MIG Engineering”. Condition of Biosolids Chemical Lime Silos – “MIG Engineering”. Walker Environmental Report 2017 prepared with Sarnia Condition Ratings & Level of Service Ratings assessment. WPCC Biosolids Process Equipment Assessment Report 2017 – Greer Galloway Engineering. Loading Dock/Ramp a health & safety issue also.

**Impact of Deferral**


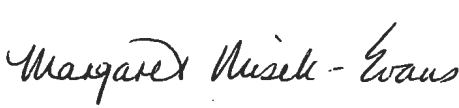

With a major breakdown of critical equipment, sludge would not be processed and removed from the sludge holding tanks. The sludge storage tanks have only 2 weeks storage capacity. Renting processing equipment is non-existent in a short emergency timeframe. Major costs would be incurred if sludge is processed as an emergency. Final design is recommended to proceed as a minimum in order to be eligible for potential financial assistance opportunities.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	
Rehabilitation of Existing Infrastructure	High	Existing equipment is prone to breakdowns and costly to maintain
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	Existing centrifuges are under capacity
Economic Development/Growth Related	Low	
Service Enhancement	High	Replacement required to maintain service

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,000,000	1,000,000	1,000,000	1,000,000	500,000	<b>4,500,000</b>
Unfunded Carryover		400,000				
<b>Funding Sources</b>						
Reserves/Reserve Funds	600,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>600,000</b>	<b>TBD</b>				
<b>Total Unfunded</b>	<b>400,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Pumping Station Improvements	Engineering

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Superintendent, Environmental Services	Spring 2019	Ongoing	Rehabilitation

**Project Description**

Completion of Capital work at various sanitary pumping stations throughout the City.

**Justification**

Annual investment in the existing sanitary pumping stations; the preventative maintenance program reduces the need for significant emergency pumping station repairs.

**Impact of Deferral**

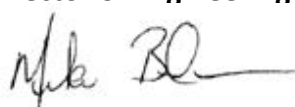

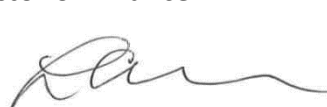
If this work is not undertaken, the pumping stations may fail, causing significant basement flooding in various drainage areas throughout the City. The possibility of being in non-compliance with our environmental compliance approval issued by the Ministry of the Environment, Conservation and Parks.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Compliance with MOE Certificate of Approval, proper operation of pumping stations to prevent basement flooding
Rehabilitation of Existing Infrastructure	High	Keeping pumping stations in good working order
Identified in the Strategic Plan	High	
Asset Management/Replacement	High	Upgrading existing assets with longer lasting materials
Economic Development/Growth Related	Medium	
Service Enhancement	High	To ensure integrity and availability of sanitary sewer services

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	500,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>500,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Corrosion Protection Plan	Engineering – Public Works

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Manager, Operation Services	January 1, 2019	December 31, 2019	Replacement

**Project Description**

At the June 11, 2018 City Council meeting council approved that the recommended Lead Reduction Plan for submission to the Ministry of the Environment and Climate Control for their approval. The now Ministry of Environment, Conservation and Parks (MECP) have approved the City's submission and staff is preparing the plan for the 2019 year. The recommended plan included in-house sampling, loan program for homeowners to replace lead services and filter rebate program. This program will require contract staff and student to sample approximately 1500 homes annually to identify the services that are included or excluded for the program. These contract staff member, and existing staff, will coordinate sampling, administer the loan and filter program, and track results that will require further activities including services replacement or recommended streets for reconstruction with high amount of lead services.

**Justification**

The MECP requires the City of Sarnia to initiate a program to replace its lead water services and provide assistance to property owners to replace the lead water service located on their property. The MECP requested the program in December 2016 and Jacob Group (formerly C2M Hill) prepared the Lead Reduction Plan on the City's behalf for implementation in 2019.

**Impact of Deferral**

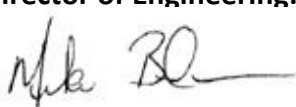


Contravention of the MOECC's order could result in fines or Ministry order to the City. Delays in the removal and replacement of lead services with consequent effects on public health.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Reduced exposure to lead in the drinking water on older properties
Rehabilitation of Existing Infrastructure	High	Lead water services replaced on a reactive basis as they are discovered
Identified in the Strategic Plan	Low	Not identified
Asset Management/Replacement	High	Issue identified in previous MECP inspection reports
Economic Development/Growth Related	Low	Minimal impact on growth
Service Enhancement	High	Continued supply of water meeting the quality requirements of O. Reg. 170/03

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	1,200,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>1,200,000</b>	<b>TBD</b>				

<b>Director of Engineering:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Police Radio Communications System	Sarnia Police Service

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Financial Services, Police	January 1, 2017	December 31, 2019	Replacement

**Project Description**

An upgrade of the entire Police Communications System including Radio Infrastructure, Communications consoles, Vehicle Radios, Portable Radios, and a Microwave system linking Radio Sites. Includes costs of Design, and consulting. Refer to the October 23<sup>rd</sup>, 2017 Council Report on the Sarnia Police 2018 Capital Budget Request – Upgrade of Communications System.

**Justification**

The various components of the current two-way Motorola Radio Communications system are approaching end of support dates in 2018, 2019, and 2020. Replacement of the radio system has been identified in the Ten Year Capital Plan as a 2018 project. This request is to complete the funding to allow for construction, equipment purchase and project completion.

**Impact of Deferral**


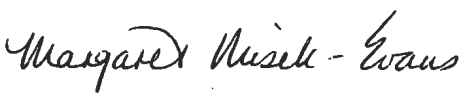

Deferral will lead to eventual compromise of the Communications System which provides the City’s Police and Fire Services with an efficient, effective communications centre, ensuring access to the public to emergency services, and generating the appropriate response to calls for service in a timely, manner.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	Efficient, effective emergency service
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	
Economic Development/Growth Related	Low	
Service Enhancement	Low	

**Financials**

Year	2017	2018	2019	2020	2021	Total
Validated Request	150,000	1,500,000	2,761,300			4,411,300
<b>Funding Sources</b>						
Reserves/Reserve Funds	150,000	1,500,000	2,761,300			
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>150,000</b>	<b>1,500,000</b>	<b>2,761,300</b>			

<b>Chief of Police:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Dispatch Console Workstations	Sarnia Police Service

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Director of Financial Services, Police	April 1, 2019	December 31, 2019	Replacement

**Project Description**

Replacement of four dispatch console workstations for the 911/Communications Centre to accommodate new radio and computer equipment and screens that are planned as part of the Police Radio Communications System.

**Justification**

The current dispatch console workstations are almost 20 years old and will not readily accommodate new radio and IT equipment planned for this year. The expenditure is funded through Police Reserves as part of the Police Ten Year Capital Plan.

**Impact of Deferral**


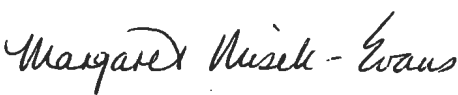

Deferral may necessitate costly modification to current units to accommodate screens and weight of new equipment.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	Medium	
Rehabilitation of Existing Infrastructure	High	Part of the Police Radio Communications System Replacement project
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	
Economic Development/Growth Related	Low	
Service Enhancement	Low	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	100,000					100,000
<b>Funding Sources</b>						
Reserves/Reserve Funds	100,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>100,000</b>					

<b>Chief of Police:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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<b>Capital Project Name</b>	<b>Department</b>
Police Information Technology Lifecycle Assets	Sarnia Police Service

<b>Project Manager</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Project Type</b>
Systems Administrator, Police	January 1, 2019	December 31, 2019	Replacement

**Project Description**

As part of proper asset management, Systems Branch maintains an inventory of all assets, their expected useful life, and current health. Each year assets approaching failure need to be proactively replaced or reconditioned. These assets include Server Equipment (networking, storage, and UPS) and End User Systems (phone system, cabling and end point connections).

**Justification**

Police operations depend on properly maintained technology assets. Proper ongoing asset management enables uninterrupted service for citizens and members. Funding is through Police Reserves.

**Impact of Deferral**


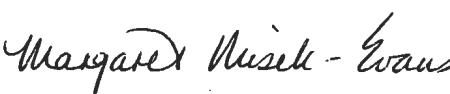

Deferral of this ongoing project will result in failure of technology assets. Failure will put key functions at risk, such as 911/communications, Police and Fire dispatch, and other essential police services.

**Project Impact (High/Medium/Low)**

Category	Ranking	Comment
Health & Safety	High	
Rehabilitation of Existing Infrastructure	High	
Identified in the Strategic Plan	Low	
Asset Management/Replacement	High	
Economic Development/Growth Related	Low	
Service Enhancement	Low	
Other	Low	

**Financials**

Year	2019	2020	2021	2022	2023	Total
Validated Request	75,000	75,000	75,000	75,000	75,000	<b>375,000</b>
<b>Funding Sources</b>						
Reserves/Reserve Funds	75,000					
Grant Revenue						
Potential Grants/Donations						
Other						
<b>Total Funded</b>	<b>75,000</b>					

<b>Chief of Police:</b> 	<b>CAO:</b> 	<b>Director of Finance:</b> 
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**THE CORPORATION OF THE CITY OF SARNIA**  
**People Serving People**

**FINANCE DEPARTMENT**

**OPEN SESSION REPORT**

TO: Members of Sarnia City Council  
FROM: Lisa Armstrong, Director of Finance  
DATE: November 5, 2018  
SUBJECT: 2019 Reserve and Reserve Fund Budget

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**Recommendations:**

It is recommended:

1. That Sarnia City Council adopt the 2019 Reserve and Reserve Fund Budget as presented, at the Budget Deliberation Council meeting on December 11, 2018;
2. That Sarnia City Council rename #6005 Planning Reserve to Parkland Dedication Reserve Fund.
3. That Sarnia City Council approves the closure of # 6315 Capital Revolving and transfer the balance to #6200 Capital Reserve.
4. That Sarnia City Council approves the closure of #6285 Sick Leave Reserve and transfer the balance to the #6565 Police Operating Contingency Reserve.

**Background:**

The 2019 Draft Reserve and Reserve Fund Budget is presented for Council's consideration.

The maintenance and growth of Reserves and Reserve Funds is a key component of the City's Long-Term Financial Plan as adopted by Council in 2005.

The Reserves & Reserve Fund Policy, approved by Council on September 10, 2018 identifies that it is the policy of the City of Sarnia to:

- *Maintain Reserves and Reserve Funds for:*
  - *planned future capital rehabilitation/replacement*
  - *unexpected/unpredicted expenditures which would otherwise cause fluctuations in the operating or capital budgets*
  - *irregular or occasional expenses*
  - *segregation of funds for a specific purpose or agreement*
  - *obligations payable in the future*
- *Manage Reserves, Reserve Funds in a responsible manner*
- *Prohibit the spending of any Reserve or Reserve Fund below zero*
- *Use Reserves, Reserve Funds solely for the intended purpose*

This report satisfies requirements of the policy including:

- Council approval of the creation, consolidation and closure of Reserves or Reserve Funds
- Council direction of funds to and from Reserves and Reserve Funds through the budget process

- Annual reporting of adequacy to meet future needs

Reserves and Reserve Funds receive revenue through the following sources:

- Contributions from the City's Operating, Water, Sewer and Transit Budgets. These amounts are approved by Council as part of the Operating Budget approvals.
- Contributions from senior levels of government, such as Federal and Provincial Gas Tax, and Ontario Community Infrastructure Fund (OCIF).
- Fees earned from City programs and services that have been approved for direction to reserves.
- Contributions from other outside stakeholders that have specific designated purposes, such as donations, development charges and rebates.

Reserves and Reserve Funds can be expended in the following ways:

- Funding of capital projects found in the City's annual Capital Budget. These amounts are approved by Council as part of the Capital Budget approval.
- Contributions to the City's Operating, Water, Sewer and Transit budgets. These amounts are approved by Council as part of the Operating Budget approvals.
- Expenditures that occur directly from the Reserves and Reserve Funds as part of the Reserve Budget (see Dedicated Reserve and Reserve Fund Revenue and Expenditures). These amounts are approved by Council as part of the Reserve and Reserve Fund Budget approval.
- Funding allocated during the year as a result of Council resolution on a case-by-case basis as approved during Council meetings.

**Comments:**

There are consolidations, closures and name changes that are being recommended for Council approval. The recommended changes will have no overall financial impact, and will assist in the process administration and efficient management of specific Reserves and Reserve Funds.

The Reserve and Reserve Fund section of the 2019 Draft Capital and Reserves Budget book are described by section, below:

Reserve and Reserve Fund Policy

The Reserve and Reserve Fund Policy, as approved by Council on September 10, 2018 is included for reference.

Reserve and Reserve Fund Summary

This summary includes a listing of Reserve and Reserve Funds detailed by Obligatory (*externally restricted Reserve Funds*) and Non-Obligatory (*includes both interest-bearing Discretionary Reserve Funds and non-interest bearing Reserves*).

As the Reserves and Reserve Fund Budget and forecast reports included in the budget book are sorted by number, this list includes the number and is sorted by name. The purpose of each Reserve and Reserve fund is included for reference.

2019 Dedicated Reserve and Reserve Fund Revenue and Expenditures

Most Reserve and Reserve Fund amounts flow through the Operating and Capital Budgets and are approved by Council as part of the budget deliberation process. This summary outlines amounts that flow directly to or from reserves and would not be identified in the Operating and Capital Budgets. These amounts are approved when Council approves the Reserve and Reserve Fund Budget as per this report's resolution.

Revenues totaling \$13,753,588 flow directly to Reserves and Reserve Funds. The largest direct revenues are from senior government funding; Provincial Gas Tax \$945,000, Federal Gas Tax \$2,171,892, OCIF \$2,938,620. Also included is the Small Communities Fund (SCF) grant funding \$5,000,000.

Expenditures totaling \$6,131,182 flow directly from Reserves and Reserve Funds. \$1,845,600 of this total represents anticipated WSIB and insurance claims for 2019. City Fleet/Equipment vehicle replacement totals \$1,572,000 (Proposed Equipment Replacement List is \$1,172,000 plus \$75,000, and Police vehicle replacement \$325,000). Tax assessment appeals are included at \$930,000 and will be utilized once the tax write off budget identified in the operating budget is fully utilized. Also included are project expenditures which are supported by department request memorandums included in this budget book and re-occurring annual requests for estimated expenditures.

#### 2019 Draft Reserve and Reserve Fund Budget

This summary, sorted by fund number, identifies the forecasted opening balance, anticipated inflows and outflows for 2019 and a forecasted ending balance. It includes revenues, expenditures and allocations to and from other City budgets. No Reserve or Reserve Fund can have a negative balance.

The following points should be noted when reviewing the 2019 Draft Reserve and Reserve Fund Budget:

- The uncommitted balance as at December 31, 2018 was taken from the Forecasted Reserve and Reserve Fund Balances, December 31, 2018 schedule.
- Some of the items are estimates only, such as the claims payments for self-insurance, WSIB and tax assessment appeals.
- No provision for interest earned on Reserve Funds has been provided except where Reserve Funds have been invested externally.
- The forecasted balance as at December 31, 2019 are estimates as to what the Reserve and Reserve Fund balances may be at the end of 2019.

In 2019, it is forecasted that the Reserves and Reserve Funds balance will grow slightly from \$38,802,831 to \$40,573,784 based on planned inflows and outflows. Of this total, \$12,960,709 is in restricted Obligatory Reserve Funds, and the balance of \$27,613,075 is the amount for various capital and operational purposes.

#### 2019 Reserve and Reserve Fund Expenditures – Department Requests

Directors request to utilize Reserve or Reserve Funds for expenditures that do not meet the criteria of a capital project and are generally beyond regular operational activities. These requests are submitted by memorandum which provides justification for these expenditures and identifies the funding source.

There are department requests that have not been brought forward to Council as there are not sufficient funds available within the applicable Reserve. Staff have prioritized these requests, and only included those that have identified funding.

#### 2019 Proposed Equipment Replacement List

The Fleet Manager, in conjunction with the various department managers, identifies \$1,172,000 for general fleet replacements to be funded from the Works Equipment Reserve and \$75,000 for Fire Light vehicles to be funded from the Fire Equipment Reserve. Fire apparatus, buses, and Care-A-Vans are not included here, but rather as a capital project. Departments include in their Operating Budget a vehicle expense which funds the Works Equipment

Reserve. This Reserve funds the equipment replacements and the operations of the garage. Police vehicles are included in separate Dedicated Reserve Request.

#### Forecasted Reserve and Reserve Fund Balances – December 31, 2018

The forecasted Reserve and Reserve Fund balances as at December 31, 2018 have been provided for Council's review. Anticipated inflows and outflows for 2018 have been forecasted in order to estimate the year-end balances. These estimates will change based on actual results for the remaining months of 2018.

The 2018 forecasted Reserve and Reserve Fund balances report shows a forecasted December 31, 2018 uncommitted balance of \$38,802,831. The obligatory (restricted) balance is forecasted at \$14,153,075, with the unrestricted balance forecasted at \$24,649,756.

#### Reserve and Reserve Fund Adequacy

As per the policy, Reserve and Reserve Fund levels will be monitored and reported on a regular basis. When inadequate balances occur, staff are to make recommendations to Council regarding strategies to work toward the target. Adequacy will be assessed by reviewing actual balances versus specific targets and reviewing various ratios. The general ratios/targets are included in the table. There are not yet any specific targets identified for individual Reserves or Reserve Funds, however these will be added to the table as reserve management evolves through the asset management planning process development. Both 2018 and 2019 calculations are included based on forecasted uncommitted balances to identify if the draft budget is moving to improve the adequacy or not.

The data included in the table generally identifies that Reserve and Reserve Fund adequacy is not sufficient. The Debt to Reserves ratio indicates financial prudence. However the remainder of the ratios identify that balances are far below what is expected of a financially stable municipality. When Reserve and Reserve Fund balances are low this does not provide Council with flexibility in funding capital rehabilitation/replacements, having matching funding for grant programs as they are announced, addressing infrastructure backlog or dealing with unexpected/unpredicted expenditures.

However, there is a need to manage both Reserve Fund growth and affordability.

Although the balances are not adequate overall, no specific recommendation is being made by staff within this report, due to the on-going asset management planning activities. The need for a financing strategy to address the infrastructure backlog has been a topic of Council discussion over a number of years, and most recently detailed in the June 25, 2018 Corporate Asset Management Update. In order to meet legislative timelines associated with Asset Management, Council provided direction for staff to model scenarios for consideration of implementation during the 2020 budget process. (refer to July 16, 2018 [Council Report – Asset Management Planning: Financial Scenarios to Model for Infrastructure Backlog Reduction](#)) Scenarios included:

- Over 20 years through 100% property tax and water/sewer rate increases
- Over 20 years through 80% property tax and water/sewer rate increase and 20% from other sources
- Over 30 years through 80% property tax and water/sewer rate increase and 20% from other sources

Once the modeling data is provided, a decision from Council on what approach will be taken to reduce the infrastructure backlog and then we will be in a better situation to assess overall adequacy and ability to meet rehabilitation/replacement needs.

**Consultation:**

The proposed Reserve and Reserve fund expenditures were submitted by the Directors and consultation occurred with the departments, Finance and the Chief Administrative Officer (CAO) in order to determine recommended funding. Police Services reserve contributions and expenditures, as well as name changes and reserve consolidations were submitted to Finance by the Police Services Director of Financial Services, and approved by the Police Services Board at their October 11, 2018 meeting.

**Financial Implications:**

Discussed throughout this report.

Prepared by:



Lisa Armstrong  
Director of Finance

Approved by:



Margaret Misek-Evans  
Chief Administrative Officer

**Attachments:**

- Reserve and Reserve Fund Policy
- Reserve and Reserve Fund Summary
- 2019 Dedicated Reserve and Reserve Fund Revenue and Expenditures
- 2019 Draft Reserve and Reserve Fund Budget
- 2019 Reserve and Reserve Fund Expenditures - Department Requests
- 2019 Draft Equipment Replacement List
- Forecasted Reserve and Reserve Fund Balances - December 31, 2018
- Reserve and Reserve Fund Adequacy Indicators



**POLICY NUMBER:** POL-F20-001, REV. 00  
**DEPARTMENT:** Finance **CONTACT:** Director of Finance  
**SUBJECT:** Reserves & Reserve Fund Policy  
**APPROVAL DATE:** September 10, 2018  
**REVISION DATE:** 4 years (September 2022)  
**APPROVED BY:** Sarnia City Council  
**PAGE 1**

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## **PURPOSE**

The primary purpose of the Reserves and Reserve Funds Policy is to ensure the ongoing financial stability of the City by setting aside monies for the long term goals of the municipality and ensuring that those funds will be available when needed.

## **POLICY STATEMENT**

It is the policy of the City of Sarnia to:

- Maintain Reserves and Reserve Funds for:
  - planned future capital rehabilitation/replacement
  - unexpected/unpredicted expenditures which would otherwise cause fluctuations in the operating or capital budgets
  - irregular or occasional expenses
  - segregation of funds for a specific purpose or agreement
  - obligations payable in the future
- Manage Reserves, Reserve Funds in a responsible manner
- Prohibit the spending of any Reserve or Reserve Fund below zero
- Use Reserves, Reserve Funds solely for the intended purpose

## **SCOPE/APPLICATION**

Section 417 of the *Municipal Act, 2001* allows a municipality to provide for the establishment and maintenance of reserve funds for the purpose for which it has authority to spend money.

This policy applies to all departments and local boards, including Police Services, of the Corporation of the City of Sarnia. This policy shall be applied fairly and consistently in a manner that maintains the purpose, intent, and meaning of the policy.

## **GLOSSARY OF TERMS**

Reserve Fund – A reserve fund requires the physical segregation of assets and is restricted to meet the purpose of the reserve fund. There are two types of reserve funds: Discretionary and Obligatory.



Discretionary Reserve Fund – A reserve fund established at the discretion of Council whenever revenues are earmarked to finance future expenditures. All earnings derived from such investments must form part of the reserve fund.

Obligatory Reserve Fund - A reserve fund created by legislation which stipulates that revenues received for special purposes be segregated from the general revenues of the municipality. All earnings derived from such investments must form part of the reserve fund.

Reserve – An allocation of accumulated net revenue that does not require the physical segregation of money or assets. Reserves do not earn interest on their own. Any earnings derived from investment of reserves' money are reported as general fund earnings.

Deferred Revenue – Revenue that is considered a liability on the municipality's financial statements, until such time it becomes relevant to current operations. It is set aside as an obligatory reserve fund for a specific purpose required by legislation, regulation, or agreement.

City – The Corporation of the City of Sarnia.

Contribution- funds added to a Reserve or Reserve Fund account, for example revenues directly to reserves as included in the annual budget documents or an expense included in the operating budget.

Commitment – approval by Council to spend funds up to a specified amount on projects or task, such as capital projects, one-time expenditures, or direct from reserve expenditures.

Expenditure – disbursement of funds associated with a commitment.

Non-recurring Revenue – revenue that is unlikely to occur again in the normal course of business



Employee Future Benefits – Benefits earned by active employees that are expected to be provided to them when they are no longer providing active service, such as post-retirement medical insurance benefits.

## **PROCESS**

The City categorizes Reserves and Reserve Funds into the following:

- Stabilization, such as Operating Contingency, Tax Stabilization
- Program Specific, such as WSIB, Self-Insurance, Energy Management
- Vehicle and Equipment Replacement
- Building Rehabilitation/Replacement
- Infrastructure Rehabilitation/Replacement
- Legislative, such as Development Charges, Building Permits
- Contractual, such as Gas Tax

In the administration of Reserves and Reserve Funds, the following principles will be followed:

### 1. Creation

Council, on recommendation of the Director of Finance, will approve the establishment of new Reserves or Reserve Funds. The following will be established:

- purpose and use
- type
  - interest bearing – generally for future liabilities future development properties, emergency capital or legislated
  - non-interest bearing – infrastructure/equipment/building replacement, operational, and stabilization/contingency reserves
- funding sources and target funding level (if applicable)
- projected annual revenue and spending for at least 10 years

### 2. Consolidation/Close

If the purpose of a Reserve or Reserve Fund has been accomplished or is no longer necessary, Council, on the recommendation of the Director of Finance, will approve the closure or consolidation, and transfer of any remaining funds.





### 3. Contributions, Commitments and Expenditures

Council, as a part of the annual budget approval process, approves the contributions and commitments from Reserves and Reserve Funds. If not approved through the budget, a resolution of Council is required, except for contributions such as interest, development charges, donations, or net recoveries of prior year events.

Expenditures are managed by staff within the Council-approved commitments.

- At times, change orders may be required due to uncontrollable factors; the authority to utilize Reserve or Reserve Funds beyond the council-approved commitment will be directed by the *Procurement of Goods and Services Policy*.
- At times, implementation does not occur as originally planned due to unexpected conditions. Solutions may vary without additional approval if they are aligned with the purpose for which the commitment was approved. Otherwise repurposing of committed funds requires the approval of Council.

Reserves or Reserve Funds cannot have a balance below zero. If this occurs the expenditure will be allocated through the applicable operating budget or contingency reserve with a report to Council identifying the implications.

### 4. Lifting of Commitments

Commitments that are not fully spent at the end of the fiscal year following the budget year of approval will be lifted (removed). If the project is not complete by the end of the second year, a request will need to be brought back to Council for re-confirmation of the commitment; generally, during the annual budget process.

### 5. Interest Allocation

Interest on Reserve Fund balances will be calculated and added on a monthly basis based on the interest obtained from the general operating bank account or a contractual agreement.



#### 6. Lending/Transferring for Other Purposes

Inter-reserve lending to cover a Reserve or Reserve Fund shortfall is permitted and encouraged to avoid external borrowing costs. Lending may only occur when an analysis of the Reserve or Reserve Fund has determined that the amount will not adversely affect the intended purpose of the Reserve or Reserve Fund. Council will approve the amount and term, and staff will apply a reasonable market rate of interest to the Reserve Fund that has provided the borrowed funds.

Applicable legislation must be followed with respect to inter-fund lending, such as the *Development Charges Act*.

Only after viable alternatives are exhausted staff may recommend repurposing of commitments. Council may, by by-law, authorize the repurposing of a Reserve or Reserve Fund be commitment to a purpose other than for which it was originally established, subject to applicable legislation.

#### 7. Reporting

Finance staff will prepare the following reports, as a minimum, in relation to Reserves and Reserve Funds:

- Annual Audited Financial Statements and Financial Information Return (FIR) – for financial reporting purposes, reserve funds set aside by legislation, regulation, or agreement (obligatory), are reported as deferred revenue, a liability on the Consolidated Statement of Financial Position. Other reserve funds (discretionary) and reserves, are balances within the accumulated surplus.
- Annual Budget Process – includes review of current forecast of revenue and expenditures and adequacy to meet future needs.
- Other legislated reporting – as required, such as Development Charges statement.



## 8. Adequacy and Targets

Reserve and Reserve Fund levels will be monitored and reported on a regular basis, generally within the annual budget process. When inadequate balances occur, staff will make recommendations to Council regarding strategies to work toward the target.

Adequacy will be assessed by reviewing actual balances versus specific targets, and reviewing various ratios.

Comparing funds held in Reserves and Reserve Funds to a single year's own-source revenue is a common ratio; a value over 50% for each of the following is an indicator of strong financial stability:

- Tax Discretionary Reserves divided by Property Tax Revenue
- Water Reserves divided by Water Own Source Revenue
- Wastewater Reserves divided by Wastewater Own Source Revenue

The ratio of Debt to Reserves is another common ratio which is an indicator of financial prudence. The ratio should be less than 1, which means that debt (excluding development charge funded debt) outstanding should not exceed reserve (excluding obligatory) balances.

The City will work toward the following general targets:

- Tax-supported Stabilization 5-10% of gross expenditures
- Rate-supported Stabilization 5-10% of gross expenditures
- Asset rehabilitation and replacement requirements will be aligned with the Asset Management Plan (AMP); however, a general target approximation based on replacement cost is:
  - Facilities/Buildings 2-3%
  - Roads/Bridges 2-3%
  - Water/Sewer 1-2%
  - Vehicles/Equipment 10%



- Employee Future Benefits 2 times the estimated annual benefit payments from the most recent audited financial statements

As warranted, targets will be calculated for individual Reserve or Reserve Funds on a case-by-case basis, and the Director of Finance will make recommendations to Council. Consideration will be given to the following:

- purpose of the Reserve or Reserve Fund
- predictability of revenues and volatility of expenditures
- certainty of future liability
- economic factors (inflation, interest rates, cyclical pressures)
- industry/government/accounting standards and best-practices

9. Operating Surplus/Deficit and Non-Recurring Revenues

Reserves and Reserve Funds shall receive priority consideration for the distribution of surplus funds and non-recurring revenues. Unless extraordinary conditions exist or specified targets are exceeded, any annual operating surplus/deficit from an audited year-end will be transferred to/from:

<b>Year End Operating Surplus/(Deficit)</b>	<b>Transferred To/From</b>
General Operating (excluding Police Services)	Operating Contingency Reserve
Police Services	Police Services Operating Contingency Reserve
Transit (after maximum Provincial Gas Tax usage)	Transit Tax Stabilization Reserve
Water	Water Rates Stabilization Reserve
Sewer	Sewer Rates Stabilization Reserve



If the transfer would result in a negative balance, an alternative will be recommended to Council, with the use of capital reserves for operational funding being least desirable.

### **ROLES AND RESPONSIBILITIES**

Council's authority and responsibility shall be to:

- evaluate and approve the policy
- direct the transfer of funds to and from Reserves and Reserve Funds through the budget process
- direct the transfer of funds to and from Reserves and Reserve Funds through Council Resolution or By-Law outside of the budget process
- direct repurposing of commitments and the lending or borrowing to and from Reserves and Reserve Funds through Council Resolution or By-Law
- direct the creation of new Reserves and Reserve Funds
- direct the closure or amalgamation of existing Reserves and Reserve Funds that are no longer required

Finance Staff's authority and responsibility shall be to:

- provide recommendations for the establishment, closure, or consolidation of Reserves and Reserve Funds
- provide analysis and recommendations on the adequacy levels of Reserves and Reserve Funds
- provide recommendations on the repurposing of commitments and transfer of funds to and from Reserve and Reserve Funds
- provide recommendations on the borrowing/lending to and from Reserve and Reserve Funds
- manage Reserves and Reserve Funds in accordance with legislation, municipal financing strategies, and approved commitments
- prudently invest Reserve and Reserve Funds per the Investment Policy, and allocate interest appropriately
- provide long range financial planning recommendations to link the capital and asset management plan with the reserve plan

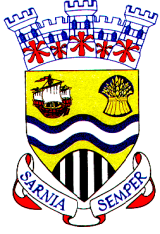


Departmental Staff's authority and responsibility shall be to:

- plan for long-term asset management replacement and rehabilitation with consideration for minimizing general levy and user rate increases in conjunction with the remainder of City services
- provide cost and revenue estimates to guide long-term planning and adequacy review
- consult Finance staff regarding requests to Council to commit Reserve or Reserve Funds outside of the annual budget process
- consult with Finance staff to determine when Reserves or Reserve Funds should be created, consolidated or closed
- manage expenditures within Council-approved commitments. If change orders are required, the authority to utilize Reserve or Reserve Funds beyond the council-approved commitment, will be directed by the *Procurement of Goods and Services Policy*

Police Services' authority and responsibility shall be to:

- plan for long-term asset management and fund replacement and rehabilitation with contributions to Reserves through the Police Services Approved budget with consideration for minimizing general levy increases in conjunction with the remainder of City services.
- annually submit Reserve and Reserve Fund contribution and commitment estimates for City Council to review for the purposes establishing overall budget
- consult City Finance staff regarding Police Services Board approved requests to City Council to commit Reserve or Reserve Funds outside of the annual budget process
- request the temporary borrowing of Reserve or Reserve Funds if requirements cannot be managed within available sources
- manage expenditures within Council-approved commitments. If change orders are required, the authority to utilize Reserve or Reserve Funds beyond the council-approved commitment, will be directed by the *Procurement of Goods and Services Policy*
- consult with City Finance staff to determine when Reserves or Reserve Funds should be created, consolidated or closed



**POLICY NUMBER:** POL-F20-001, REV. 00  
**DEPARTMENT:** Finance  
**SUBJECT:** Reserves and Reserve Funds Policy  
**PAGE 10**

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## **REVIEW AND EVALUATION**

This policy will be implemented and administered by the Director of Finance and reviewed every 4 years.

# Reserve and Reserve Funds

## Obligatory (have external restrictions):

Reserve Name	#	Purpose
<b>Building Permit Revenue</b>	6035	Administered under the Building Code Act. This reserve is used to offset Building Department administration and enforcement costs.
<b>Development Charges (DCs)</b>	6015	Development charges are collected to fund future City projects required to support expansion of the current infrastructure associated with growth and development. All capital items must be identified in the Development Charge Background Study to be eligible. The Background Study and Development Charges by-law that set the rates are updated every 5 years.
<b>Federal Gas Tax</b>	6025	Federal Gas Tax is provided from the Federal Government as per an agreement with the Association of Municipalities of Ontario (AMO). Federal Gas Tax monies are to be used on Capital Projects defined in the agreement; the use of the funds must be reported to the AMO as well as outcomes from completed projects. Approved categories include road water and sewer, parks facilities, brownfields, etc.
<b>Federal Harbour</b>	6040	For the maintenance and operation of the Sarnia Harbour. Expenses must meet the eligibility requirements as per the divestiture agreement. Agreement is for a 15 year term ending March 27, 2028 with a possible 5 year extension.
<b>OCIF</b>	6045	The OCIF (Ontario Community Infrastructure Fund) builds on the work municipalities have undertaken to prioritize their core infrastructure needs through comprehensive asset management planning. The objective is to transition to full formula-based funding over time as critical projects are addressed and asset management plans are in place and used to guide infrastructure planning and investment decisions.
<b>Ontario Municipal Commuter Cycling</b>	6050	The Ontario Municipal Commuter Cycling Grant was provided from the Province of Ontario to be used on Capital Projects as defined in the agreement, with the City funding a minimum 20% of the eligible costs of each eligible project. Projects must be primarily for and increase commuter cycling.
<b>Parkland Dedication</b>	6005	Established under the Planning Act to provide funds for City parks improvements and other recreation purposes.
<b>Provincial Gas Tax</b>	6020	Provincial Gas Tax is provided from the Provincial Government as per an agreement with the AMO. Provincial Gas Tax monies are to be used on Capital Projects for the Transit Department, as well as supplementing Transit operating costs defined in the agreement.

## Non-Obligatory:

Reserve Name	#	Purpose
<b>911 Equipment</b>	6520	Ensure funds are available for the future replacement of essential 911 equipment.
<b>Accessibility</b>	6640	To fund the City's accessibility initiatives in accordance with the Accessibility for Ontarians with Disabilities Act (AODA) requirements as set out by the province.
<b>Airport</b>	6265	To fund the operation and maintenance of the Chris Hadfield Airport.
<b>Bluewater Gymnastics</b>	6340	To provide for major repairs and replacement for the Bluewater Gymnastics Building located at Lottie Neely Park.
<b>Business Park</b>	6300	Fund costs related to the development of industrial business parks.
<b>Capital</b>	6200	Source of funding for general capital needs. Generally used to fund capital items identified outside of the timeliness of the Capital budgeting process.
<b>Capital Infrastructure</b>	6615	Provide funding for major infrastructure rehabilitation and replacement.
<b>Capital Infrastructure - Storm Sewers</b>	6618	No balance – recommend closure, now reflected in 6616.



Reserve Name	#	Purpose
<b>Capital Infrastructure - Sewer</b>	6616	Provide funding for major sewer infrastructure rehabilitation and replacement. Infrastructure included in this area are the City's pump stations, the Water Pollution Control Centre, all City storm and sanitary sewer mains and forcemains.
<b>Capital Infrastructure - Water</b>	6617	Provide funding for major water infrastructure rehabilitation and replacement. Infrastructure included in this area are all City water meters, watermain valves and watermains.
<b>Capital Revolving</b>	6315	Established to provide the City with a source of internal borrowing for capital projects and as a capital contingency reserve.
<b>Care-A-Van - Vehicle</b>	6470	Funds to replace and maintain Care-A-Van vehicles.
<b>City Hall Building</b>	6495	Provide funds for major building rehabilitation and future replacement.
<b>City Hall Printing</b>	6500	Fund costs of major repairs and to replace equipment.
<b>Computer Equipment Replacement</b>	6490	To fund corporate IT equipment and infrastructure.
<b>Development Contingency</b>	6350	Fund the municipal portion of development services.
<b>Election Expenses</b>	6400	To fund costs of Municipal Elections.
<b>Elm-High-Ex-Wood Park</b>	6250	Monies collected by the Elm-High-Ex-Wood home owners association to build a passive park.
<b>Emergency Measures Equipment</b>	6530	Ensure funds are available for the future replacement of critical Emergency Measures Equipment.
<b>Energy Management</b>	6485	Provide funds for implementation of energy management initiatives.
<b>Environmental</b>	6245	Established to provide the City with a source of funding for environmental contingencies.
<b>Facade Improvement Loan</b>	6230	It is understood by Finance that this reserve is to offset any unforeseen issues with the Facade Loan program.
<b>Fire Equipment</b>	6510	Fund the necessary costs to replace fire equipment and apparatus within expected life cycle.
<b>Fire Station</b>	6600	Used for the capital maintenance and replacement of the City's Fire Halls.
<b>Indoor Recreation Facility</b>	6255	Reserve closed in 2018 and funds transferred to FC Soccer Club as per agreement.
<b>Land Purchase</b>	6440	Provide funds for purchase of land for municipal purposes.
<b>Legacy Fund</b>	6270	To accumulate funds for a major municipal expenditure that would benefit the citizens of the community. The disbursement should be as broad as possible so as not to favour any one group or organization.
<b>Library Facilities</b>	6560	Fund the rehabilitation and maintenance needs for the City's Libraries.
<b>Municipal Drain Rehabilitation</b>	6619	Provide funds for the City's portion of reactive maintenance on the City's drain network.
<b>Operating Contingency</b>	6581	To offset unforeseen and unexpected general levy expenses.
<b>Parking Reserve</b>	6355	To provide funds for City owned parking lot repairs and replacement, and other parking related capital items (such as parking meters etc.).
<b>Parks &amp; Recreation Facilities</b>	6610	Provide funds for major building repairs and future replacements. This includes arenas, baseball and soccer facilities, parks, equipment and washrooms facilities and the Strangway Centre.
<b>Perch Creek Harbour</b>	6305	Operation and maintenance of the Perch Creek Harbour (funds received from Fisheries & Oceans Canada (F&O) upon divestiture of this harbour).
<b>Police Building</b>	6515	Provide funds for major building repairs and future replacement costs.
<b>Police Equipment</b>	6595	Used for the replacement of Police cruisers.
<b>Police Operating Contingency</b>	6565	To offset extraordinary and unforeseen expenditures related to Police expenses.
<b>Police Sick Leave</b>	6285	To fund sick leave payouts on termination in order to avoid large fluctuations in the tax levy.
<b>Sarnia Bay Capital Improvements</b>	6335	Funds originally received from Province of Ontario upon the City's assumption of responsibility of Centennial Park and Sarnia Bay Marina.
<b>Sarnia General Hospital</b>	6645	To fund demolition of the former Sarnia General Hospital.

<b>Reserve Name</b>	<b>#</b>	<b>Purpose</b>
<b>Sarnia Harbour</b>	6365	For maintenance and operation of the Sarnia Harbour. All ineligible expenses from 6040 Federal Harbour (Obligatory/Externally Restricted Reserve) are paid through this reserve.
<b>Seaway Kiwanis Campus</b>	6635	To fund maintenance and future replacements within the Kiwanis Campus.
<b>Self Insurance</b>	6225	Deductibles on insurance claims against the City are funded from this reserve.
<b>Sewage Treatment Plant</b>	6535	Established to fund the on-going capital needs of the Water Treatment Control Centre.
<b>Sewer Rates Stabilization</b>	6590	Used to offset unforeseen and unexpected sewer levy expenses.
<b>Strangway Centre Endowment</b>	6240	This was set up through a bequest. Annual interest earned is transferred into the Strangway budget to help maintain reasonable membership rates.
<b>Suncor Agora Capital</b>	6650	To fund capital and amenity improvements within the park space defined as the Outdoor Stage & Gathering Area at Centennial Park. Funds were received from Naming Rights agreement ending in 2029.
<b>Tax Stabilization</b>	6580	To offset extraordinary and unforeseen general levy expenses, including property tax assessment appeals.
<b>Tax Stabilization – Transit</b>	6585	To offset extraordinary and unforeseen transit levy expenses, including property tax assessment appeals.
<b>Transit - Building</b>	6480	Provide funding for major transit building repairs, upgrades and future replacement.
<b>Transit - Vehicle</b>	6430	To fund the replacement of conventional Transit vehicles. Sarnia Transit currently operates with 23 buses, with a recommended replacement cycle of 2 buses per year.
<b>Transit Tickets, Passes</b>	6455	Reserve closed and consolidated with 6430 Transit – Vehicle Reserve in 2018.
<b>Water Rates Stabilization</b>	6450	To offset extraordinary and unforeseen water levy expenses.
<b>Waterfront Development</b>	6210	Established to provide adequate financial resources to support public and private ventures, create alliances with waterfront partners and stakeholders, and to promote and market the waterfront as a major attraction.
<b>Works Equipment</b>	6525	Ensure funds are available for the future replacement of the majority of the City's rolling stock. This includes vehicles from Winter Maintenance, Water & Sewer Maintenance, Parks & Recreation, and Roads Maintenance.
<b>WSIB Self Insurance</b>	6220	The City of Sarnia is a WSIB schedule 2 employer. This requires any WSIB claims processed during the year to be paid out of this reserve.
<b>YMCA</b>	6235	Earnings on City established endowment fund of \$600,000 to be paid to YMCA.

**2019 DEDICATED RESERVE AND RESERVE FUND REVENUE AND EXPENDITURES**

* #	Reserve	Description	Reserve Revenue	Reserve Expense
<b>Revenues Directly to Reserves</b>				
6005	Planning Reserve	Developer Contributions (est)	20,000	
6015	Development Charges	Developer Fees (est)	500,000	
6020	Provincial Gas Tax	Provincial Gas Tax	945,000	
6025	Federal Gas Tax	Federal Gas Tax	2,171,892	
6045	OCIF	OCIF Funding	2,938,620	
6210	Waterfront Development	External Source - Sales Revenue	75,000	
6235	YMCA Reserve	Investment Interest (est)	12,000	
6240	Strangway Centre Endowment	Investment Interest (est)	2,000	
6300	Business Park	Rental Income	12,500	
6315	Capital Revolving	Rotary Club Loan	16,000	
6315	Capital Revolving	Cox Garden Donation	120,000	
6315	Capital Revolving	Lambton County Oversize Load Contribution	600,000	
6315	Capital Revolving	St. Clair Township Oversize Load Contribution	75,000	
6315	Capital Revolving	SLIA Oversize Load Contribution	10,000	
6335	Sarnia Bay Capital Improvements	External Source	5,000	
6340	Bluewater Gymnastics	Lease Payment	9,776	
6510	Fire Equipment	Fire Marque Cost Recovery Program (est)	40,000	
6510	Fire Equipment	Donation (Fire Extinguisher Training Unit)	6,000	
6520	911 Equipment	Lease Payment	2,700	
6535	Sewage Treatment Plant	Sewage Tickets	15,000	
6580	Tax Stabilization	1000 Tax Supplementals	300,000	
6595	Police Equipment	Sale of Vehicles (est)	40,000	
6600	Fire Station	External Source	2,100	
6616	Capital Infrastructure - Sewer	Small Community Funding (SCF) Sarnia Sewer Upgrade Project	5,000,000	
6616	Capital Infrastructure - Sewer	Sewer Separation Potential Grant	800,000	
6635	Seaway Kiwanis Campus	External Source	5,000	
6640	Accessibility Reserve	Lawrence House Wheelchair Ramp - Potential Grant	30,000	
			<b>Total Reserve Revenue:</b>	<b>13,753,588</b>
<b>Expenditures Directly from Reserves</b>				
6015	Development Charges	Development Area 2 Environmental Assessment		(200,000)
6015	Development Charges	Rapids Pkwy Schedule C Environmental Assessment		(125,000)
6015	Development Charges	Industrial Land Servicing Study		(125,000)
6200	Capital Reserve	Emergency Siren Upgrades		(50,000)
* 6200	Capital Reserve	Lochiel Kiwanis Major Maintenance		(15,000)
* 6210	Waterfront Development	Harbour Master Commission		(10,000)
6210	Waterfront Development	Ferry Dock Building Repairs		(12,500)
* 6220	WSIB Self Insurance	Claims Payments (est)		(1,320,600)
* 6225	Self-Insurance Reserve	Claims Payments (est)		(525,000)
* 6235	YMCA Reserve	YMCA Payment (est)		(12,000)
* 6240	Strangway Centre Endowment	Annual Interest Payment Strangway (est)		(2,000)
6265	Airport	Asphalt Remediation		(35,000)
6300	Business Park	Business Park Expenditures - Maintenance		(25,000)
6335	Sarnia Bay Capital Improvements	Upgrades & Improvements		(40,000)
6340	Bluewater Gymnastics	Upgrades & Improvements		(70,000)
6510	Fire Equipment	Bunker Gear		(94,000)
6510	Fire Equipment	Small Vehicle Replacement		(75,000)
6510	Fire Equipment	Wildland Firefighting Sked		(10,500)
6510	Fire Equipment	Opticom Inventory Maintenance		(10,000)
6510	Fire Equipment	NFPA Hose		(25,000)
6510	Fire Equipment	Fire Extinguisher Training Unit		(24,000)
6510	Fire Equipment	Air Monitoring Equipment		(34,000)
6515	Police Building	Replacement Fire Alarm Panel		(65,000)
6515	Police Building	Lighting Upgrades		(74,000)
6515	Police Building	Upgrades PTAAC Training Centre		(30,000)
6515	Police Building	Furnishings		(10,000)
6515	Police Building	Replacement Lockers Dispatch		(2,000)
6520	911 Equipment	GPS Time Clock		(6,800)
6520	911 Equipment	PC Workstations (6) CAD Refresh		(33,000)
6520	911 Equipment	Servers (3) CAD Refresh		(15,000)
6520	911 Equipment	Upgrades Next Generation 911		(50,000)
6525	Works Equipment	Equipment (Fleet) Replacement		(1,172,000)
6560	Library Facilities	Faithorne Library Window Flashing Repairs		(5,000)
* 6580	Tax Stabilization	Tax Appeals		(900,000)
* 6585	Tax Stabilization - Transit	Tax Appeals		(30,000)
6595	Police Equipment	Equipment (Fleet) Replacement - Police		(325,000)
6595	Police Equipment	Vehicle Uplifting		(40,000)
6595	Police Equipment	Computers/Laptops		(59,741)
6595	Police Equipment	HPE Network Switches/Wireless Infrastructure		(74,000)
6595	Police Equipment	IT Watchguard Firewall		(20,000)
6595	Police Equipment	License Plate Reader		(40,000)
6595	Police Equipment	PC Workstation Forensic Electronic Crimes		(6,328)
6595	Police Equipment	Replacement Radar Equipment		(3,000)
6595	Police Equipment	Roadside Drug Testing Devices		(15,000)
6595	Police Equipment	Extraction Software		(11,970)
6595	Police Equipment	Video Forensics Software		(10,000)
6595	Police Equipment	Equipment Bicycle Unit		(2,500)
6595	Police Equipment	Vests Emergency Response		(50,000)
6595	Police Equipment	Holsters		(14,500)
6595	Police Equipment	Upgrades Firearms Magazines		(11,743)
6615	Capital Infrastructure	Scott Road Lagoons Environmental Study		(100,000)
* 6619	Municipal Drain Rehabilitation	Annual Expenditures		(100,000)
6635	Seaway Kiwanis Campus	Kiwanis Pavilion Expenditures		(15,000)
			<b>Total Reserve Expense:</b>	<b>(6,131,182)</b>
			<b>Total Reserves Revenue and Expense:</b>	<b>13,753,588 (6,131,182)</b>

\* Annual request for estimated expenditures; no Reserve Template Request form submitted by Director

**2019 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
<b>6005 Parkland Dedication Reserve Fund</b>	Opening Balance	49,643			49,643
	Direct to Reserves - 5005 Planning Development Costs		20,000		20,000
<b>6005 Parkland Dedication Reserve Fund Total</b>		<b>49,643</b>	<b>20,000</b>		<b>69,643</b>
<b>6015 Development Charges</b>	Opening Balance	9,631,463			9,631,463
	Direct to Reserves - Development Charges		500,000		500,000
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various			(720,000)	(720,000)
	Capital - Stormwater Management Facilities			(200,000)	(200,000)
	Capital - Mission Park Parking Lot Redevelopment			(144,000)	(144,000)
	Direct from Reserves - Development Area 2 Environmental Assessment			(200,000)	(200,000)
	Direct from Reserves - Rapids Parkway Schedule C Environmental Assessment			(125,000)	(125,000)
	Direct from Reserves - Industrial Land Servicing Study			(125,000)	(125,000)
<b>6015 Development Charges Total</b>		<b>9,631,463</b>	<b>500,000</b>	<b>(1,514,000)</b>	<b>8,617,463</b>
<b>6020 Provincial Gas Tax</b>	Opening Balance	622,433			622,433
	Transfer to Operating 3140 Transit Revenue			(580,000)	(580,000)
	Transfer to Operating 3195 Care-A-Van Revenue			(120,000)	(120,000)
	Direct to Reserves - Provincial Gas Tax		945,000		945,000
	Capital - Transit Maintenance Pit Replacement			(290,000)	(290,000)
	Capital - Care-a-Van Bus Replacement			(185,000)	(185,000)
<b>6020 Provincial Gas Tax Total</b>		<b>622,433</b>	<b>945,000</b>	<b>(1,175,000)</b>	<b>392,433</b>
<b>6025 Federal Gas Tax</b>	Opening Balance	502,720			502,720
	Direct to Reserves - Federal Gas Tax		2,171,892		2,171,892
	Capital - Donohue Bridge			(1,500,000)	(1,500,000)
	Capital - Sarnia Library Air Handlers, Cooling Tower & Plumbing			(390,000)	(390,000)
<b>6025 Federal Gas Tax Total</b>		<b>502,720</b>	<b>2,171,892</b>	<b>(1,890,000)</b>	<b>784,612</b>
<b>6035 Building Permit Revenue</b>	Opening Balance	754,448			754,448
	Transfer from Operating 5020 Building		26,528		26,528
<b>6035 Building Permit Revenue Total</b>		<b>754,448</b>	<b>26,528</b>		<b>780,976</b>
<b>6040 Federal Harbour Reserve Fund</b>	Opening Balance	2,592,368			2,592,368
	Transfer from Operating 2065 Harbour		10,000		10,000
	Transfer to Operating 2066 Sarnia Harbour			(286,786)	(286,786)
<b>6040 Federal Harbour Reserve Fund Total</b>		<b>2,592,368</b>	<b>10,000</b>	<b>(286,786)</b>	<b>2,315,582</b>
<b>6045 OCIF</b>	Opening Balance	0			0
	Direct to Reserves - OCIF Funding		2,938,620		2,938,620
	Capital - Rehabilitation of Various Structures (Bridges & Culverts)			(638,620)	(638,620)
	Capital - Rural Roads Rehabilitation			(300,000)	(300,000)
	Capital - Road Resurfacing			(2,000,000)	(2,000,000)
<b>6045 OCIF Total</b>		<b>0</b>	<b>2,938,620</b>	<b>(2,938,620)</b>	<b>-</b>
<b>6050 Municipal Commuter Cycling</b>	Opening Balance	-			-
<b>6050 Ontario Municipal Commuter Cycling Total</b>		<b>-</b>			<b>-</b>
<b>6200 Capital Reserve</b>	Opening Balance	329,577			329,577
	Retired Debt		1,297,116		1,297,116
	Transfer from Operating 2490 Corporate Municipal		176,000		176,000
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		150,128		150,128
	Transfer from Operating 2052 Property Maintenance - Lochiel Kiwanis Contribution		15,000		15,000
	Direct from Reserves - Lochiel Kiwanis Major Maintenance			(15,000)	(15,000)
	Direct from Reserves - Emergency Siren Upgrade			(50,000)	(50,000)
<b>6200 Capital Reserve Total</b>		<b>329,577</b>	<b>1,638,244</b>	<b>(65,000)</b>	<b>1,902,821</b>
<b>6210 Waterfront Development</b>	Opening Balance	83,599			83,599
	Transfer from Operating 2070 Ferry Dock Hill		30,000		30,000
	Direct to Reserves - External Source - Sales Revenue		75,000		75,000
	Transfer to 6300 Business Park Reserve - 3 Yr Payback			(65,666)	(65,666)
	Direct from Reserves - Harbour Master Commission			(10,000)	(10,000)
	Direct from Reserves - Ferry Dock Building Repairs			(12,500)	(12,500)
<b>6210 Waterfront Development Total</b>		<b>83,599</b>	<b>105,000</b>	<b>(88,166)</b>	<b>100,433</b>
<b>6220 WSIB Self Insurance</b>	Opening Balance	1,292,375			1,292,375
	Transfer from Operating 2490 WSIB 5 yr repayment plan		380,000		380,000
	Transfer from Operating 2490 WSIB 5 yr repayment plan 2015		80,000		80,000
	Transfer to 6200 Reserve WSIB 5 yr repayment plan			(150,128)	(150,128)
	Transfer to 6315 Reserve WSIB 5 yr repayment plan			(154,000)	(154,000)
	Direct from Reserves - WSIB Claims Estimate			(1,320,600)	(1,320,600)
	Transfer from Operating - Payroll - WSIB		1,548,809		1,548,809
<b>6220 WSIB Self Insurance Total</b>		<b>1,292,375</b>	<b>2,008,809</b>	<b>(1,624,728)</b>	<b>1,676,456</b>
<b>6225 Self-Insurance Reserve</b>	Opening Balance	900,703			900,703
	Transfer from Operating 3700 Water Admin		3,488		3,488
	Transfer from Operating 3510 Sewer Admin		2,229		2,229
	Transfer from Operating 2490 Corporate Municipal		445,000		445,000
	Transfer from Operating 3100 Transit Transportation		25,000		25,000
	Direct from Reserves - Self Insurance Claims Payments			(525,000)	(525,000)
<b>6225 Self-Insurance Reserve Total</b>		<b>900,703</b>	<b>475,717</b>	<b>(525,000)</b>	<b>851,420</b>

**2019 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
<b>6230 Façade Improvement Loan</b>	Opening Balance	19,405			19,405
<b>6230 Façade Improvement Loan Total</b>		<b>19,405</b>			<b>19,405</b>
<b>6235 YMCA Reserve</b>	Opening Balance	600,000			600,000
	Direct to Reserves - Investment Interest		12,000		12,000
	Direct from Reserves - YMCA Payments			(12,000)	(12,000)
<b>6235 YMCA Reserve Total</b>		<b>600,000</b>	<b>12,000</b>	<b>(12,000)</b>	<b>600,000</b>
<b>6240 Strangway Centre Endowment</b>	Opening Balance	151,378			151,378
	Direct to Reserves - Investment Interest		2,000		2,000
	Direct from Reserves - Annual Interest Payment Strangway			(2,000)	(2,000)
<b>6240 Strangway Centre Endowment Total</b>		<b>151,378</b>	<b>2,000</b>	<b>(2,000)</b>	<b>151,378</b>
<b>6245 Environmental Reserve</b>	Opening Balance	42,930			42,930
<b>6245 Environmental Reserve Total</b>		<b>42,930</b>			<b>42,930</b>
<b>6250 Elm-High-Ex-Wood Park</b>	Opening Balance	4,761			4,761
<b>6250 Elm-High-Ex-Wood Park Total</b>		<b>4,761</b>			<b>4,761</b>
<b>6265 Airport</b>	Opening Balance	38,222			38,222
	Transfer from Operating 2490 Corporate Municipal		25,000		25,000
	Direct from Reserves - Asphalt Remediation			(35,000)	(35,000)
<b>6265 Airport Total</b>		<b>38,222</b>	<b>25,000</b>	<b>(35,000)</b>	<b>28,222</b>
<b>6270 Legacy Fund</b>	Opening Balance	51,955			51,955
	Transfer to Operating 4601 Recreation Programs - Kids Funfest			(2,400)	(2,400)
<b>6270 Legacy Fund Total</b>		<b>51,955</b>		<b>(2,400)</b>	<b>49,555</b>
<b>6285 Police Sick Leave</b>	Opening Balance	(0)			(0)
<b>6285 Police Sick Leave Total</b>		<b>(0)</b>			<b>(0)</b>
<b>6300 Business Park</b>	Opening Balance	400,501			400,501
	Direct to Reserves - Rental Income		12,500		12,500
	Transfer from 6210 Waterfront Development Reserve - 3 Yr Payback		65,666		65,666
	Direct from Reserves - Business Park Expenditures - Maintenance			(25,000)	(25,000)
<b>6300 Business Park Total</b>		<b>400,501</b>	<b>78,166</b>	<b>(25,000)</b>	<b>453,667</b>
<b>6305 Perch Creek Harbour</b>	Opening Balance	130,521			130,521
<b>6305 Perch Creek Harbour Total</b>		<b>130,521</b>			<b>130,521</b>
<b>6315 Capital Revolving</b>	Opening Balance	477,917			477,917
	Transfer from Operating 3510 Sewer Admin		90,345		90,345
	Transfer from Operating 3125 Transit Admin		47,805		47,805
	Transfer from Operating 3705 Water Distribution		57,595		57,595
	Transfer from Operating 2490 Corporate Municipal		100,000		100,000
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		154,000		154,000
	Direct to Reserves - Cox Garden Donation		120,000		120,000
	Capital - Streetscapes at Various Locations			(75,000)	(75,000)
	Internal Debt - Principle and Interest 5500 - 05780/05781		369,045		369,045
	Transfer from Operating 2490 Repayment Lbt Mall Tax Assess		117,300		117,300
	Direct to Reserves - Rotary Club Loan		16,000		16,000
	Capital - Compost Site Improvements			(75,000)	(75,000)
	Capital - Public Works Improvements			(75,000)	(75,000)
	Capital - Oversized Load Corridor			(300,000)	(300,000)
	Capital - Oversized Load Corridor - Lambton County Contribution			(600,000)	(600,000)
	Capital - Oversized Load Corridor - St. Clair Township Contribution			(75,000)	(75,000)
	Capital - Oversized Load Corridor - SLIA Contribution			(10,000)	(10,000)
	Capital - City Hall Building Improvements			(225,000)	(225,000)
	Direct to Reserves - Oversized Load Corridor - Lambton County Contribution		600,000		600,000
	Direct to Reserves - Oversized Load Corridor - St. Clair Township Contribution		75,000		75,000
	Direct to Reserves - Oversized Load Corridor - SLIA Contribution		10,000		10,000
<b>6315 Capital Revolving Total</b>		<b>477,917</b>	<b>1,757,090</b>	<b>(1,435,000)</b>	<b>800,007</b>
<b>6335 Sarnia Bay Capital Improvements</b>	Opening Balance	54,050			54,050
	Transfer from Operating 4510 General Park Maintenance		10,000		10,000
	Direct to Reserves - External Source		5,000		5,000
	Direct from Reserves - Sarnia Bay Expenditures - Upgrades & Improvements			(40,000)	(40,000)
<b>6335 Sarnia Bay Capital Improvements Total</b>		<b>54,050</b>	<b>15,000</b>	<b>(40,000)</b>	<b>29,050</b>
<b>6340 Bluewater Gymnastics</b>	Opening Balance	235,848			235,848
	Direct to Reserves - Lease Payment		9,776		9,776
	Direct from Reserves - Upgrades & Improvements			(70,000)	(70,000)
<b>6340 Bluewater Gymnastics Total</b>		<b>235,848</b>	<b>9,776</b>	<b>(70,000)</b>	<b>175,624</b>
<b>6350 Development Contingency</b>	Opening Balance	45,792			45,792
<b>6350 Development Contingency Total</b>		<b>45,792</b>			<b>45,792</b>
<b>6355 Parking Reserve</b>	Opening Balance	59,954			59,954
	Transfer from Operating 5035 By-Law Enforcement		24,000		24,000
	Capital - Mission Park Parking Lot Redevelopment			(16,000)	(16,000)
<b>6355 Parking Reserve Total</b>		<b>59,954</b>	<b>24,000</b>	<b>(16,000)</b>	<b>67,954</b>



**2019 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
<b>6365 Sarnia Harbour</b>	Opening Balance	1,360,639			1,360,639
	Transfer from Operating 2066 Sarnia Harbour		446,000		446,000
	Capital - Oversized Load Corridor			(300,000)	(300,000)
	Capital - 120 Seaway Road Building Improvements			(78,000)	(78,000)
<b>6365 Sarnia Harbour Total</b>		<b>1,360,639</b>	<b>446,000</b>	<b>(378,000)</b>	<b>1,428,639</b>
<b>6400 Election Expenses</b>	Opening Balance	-			-
	Transfer from Operating 2100 Elections		65,000		65,000
<b>6400 Election Expenses Total</b>		<b>-</b>	<b>65,000</b>		<b>65,000</b>
<b>6430 Transit - Vehicle</b>	Opening Balance	272,893			272,893
	Retired Debt		198,783		198,783
	Transfer from Operating 3100 Transit		7,500		7,500
<b>6430 Transit - Vehicle Total</b>		<b>272,893</b>	<b>206,283</b>		<b>479,176</b>
<b>6440 Land Purchase</b>	Opening Balance	1,079,577			1,079,577
<b>6440 Land Purchase Total</b>		<b>1,079,577</b>			<b>1,079,577</b>
<b>6450 Water Rates Stabilization</b>	Opening Balance	492,635			492,635
<b>6450 Water Rates Stabilization Total</b>		<b>492,635</b>			<b>492,635</b>
<b>6470 Care-A-Van - Vehicle</b>	Opening Balance	27,288			27,288
	Retired Debt		17,706		17,706
<b>6470 Care-A-Van - Vehicle Total</b>		<b>27,288</b>	<b>17,706</b>		<b>44,994</b>
<b>6480 Transit Building</b>	Opening Balance	126,007			126,007
	Transfer from Operating 3120 Transit Premises		15,000		15,000
	Transfer from Operating 3170 Care-A-Van		5,000		5,000
<b>6480 Transit Building Total</b>		<b>126,007</b>	<b>20,000</b>		<b>146,007</b>
<b>6485 Energy Management</b>	Opening Balance	70,970			70,970
	Transfer from Operating 2490 Corporate Municipal		303,523		303,523
	Capital - Energy Efficiency Projects			(300,000)	(300,000)
<b>6485 Energy Management Total</b>		<b>70,970</b>	<b>303,523</b>	<b>(300,000)</b>	<b>74,493</b>
<b>6490 Computer Equipment Replacement</b>	Opening Balance	150,545			150,545
	Retired Debt		100,000		100,000
	Transfer from Operating 2022 IT		150,000		150,000
	Capital - IT Asset Lifecycle Hardware			(180,000)	(180,000)
<b>6490 Computer Equipment Replacement Total</b>		<b>150,545</b>	<b>250,000</b>	<b>(180,000)</b>	<b>220,545</b>
<b>6495 City Hall Building</b>	Opening Balance	27,737			27,737
	Transfer from Operating 2052 Property		40,000		40,000
<b>6495 City Hall Building Total</b>		<b>27,737</b>	<b>40,000</b>		<b>67,737</b>
<b>6500 City Hall Printing Room</b>	Opening Balance	85,223			85,223
	Transfer from Operating 2052 Property		6,900		6,900
<b>6500 City Hall Printing Room Total</b>		<b>85,223</b>	<b>6,900</b>		<b>92,123</b>
<b>6510 Fire Equipment</b>	Opening Balance	650,776			650,776
	Retired Debt		647,602		647,602
	Transfer from Operating 2500 Fire Officers		85,000		85,000
	Direct from Reserves - Bunker Gear			(94,000)	(94,000)
	Direct from Reserves - Air Monitoring Equipment			(34,000)	(34,000)
	Direct to Reserves - Fire Marque Cost Recovery Program		40,000		40,000
	Direct from Reserves - Fire Hose			(25,000)	(25,000)
	Direct from Reserves - Fire Extinguisher Training Unit			(24,000)	(24,000)
	Direct from Reserves - Opticom Inventory Maintenance			(10,000)	(10,000)
	Direct from Reserves - Wildland Firefighting Sked			(10,500)	(10,500)
	Direct from Reserves - Small Vehicle Replacement			(75,000)	(75,000)
	Capital - Emergency Fire Apparatus			(1,000,000)	(1,000,000)
Direct to Reserves - Donation (Fire Extinguisher Training Unit)		6,000		6,000	
<b>6510 Fire Equipment Total</b>		<b>650,776</b>	<b>778,602</b>	<b>(1,272,500)</b>	<b>156,878</b>
<b>6515 Police Building</b>	Opening Balance	183,783			183,783
	Transfer from Operating 2625 Police - Station		100,000		100,000
	Direct from Reserves - Replacement Fire Alarm Panel			(65,000)	(65,000)
	Direct from Reserves - Lighting Upgrades			(74,000)	(74,000)
	Direct from Reserves - Upgrades PTAAC Training Centre			(30,000)	(30,000)
	Direct from Reserves - Furnishings			(10,000)	(10,000)
	Direct from Reserves - Replacement Lockers Dispatch			(2,000)	(2,000)
<b>6515 Police Building Total</b>		<b>183,783</b>	<b>100,000</b>	<b>(181,000)</b>	<b>102,783</b>
<b>6520 911 Equipment</b>	Opening Balance	140,435			140,435
	Transfer from Operating 2610 Police - Communications		110,000		110,000
	Direct from Reserves - GPS Time Clock			(6,800)	(6,800)
	Direct from Reserves - PC Workstations (6) CAD Refresh			(33,000)	(33,000)
	Direct from Reserves - Servers (3) CAD Refresh			(15,000)	(15,000)
	Direct from Reserves - Upgrades Next Generation 911			(50,000)	(50,000)
	Direct to Reserves - Lease		2,700		2,700
	Capital - 911/Dispatch Stations			(100,000)	(100,000)
<b>6520 911 Equipment Total</b>		<b>140,435</b>	<b>112,700</b>	<b>(204,800)</b>	<b>48,335</b>

**2019 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
<b>6525 Works Equipment</b>	Opening Balance	1,126,444			1,126,444
	Transfer from Operating 3705 Water Distribution		486,308		486,308
	Transfer from Operating 2022 IT		14,339		14,339
	Transfer from Operating 2052 Property		64,585		64,585
	Transfer to Operating 3015 Work Centre			(594,220)	(594,220)
	Transfer to Operating 3005 PW Admin			(100,000)	(100,000)
	Transfer from Operating 4510 General Park Maintenance		384,500		384,500
	Transfer from Operating 2066 Sarnia Harbour		7,000		7,000
	Transfer from Operating 3005 PW Admin		59,834		59,834
	Transfer from Operating 3010 Street Maintenance Urban		292,183		292,183
	Transfer from Operating 3008 Road Maintenance Rural		114,547		114,547
	Transfer from Operating 3009 Street Maintenance Concrete		92,974		92,974
	Transfer from Operating 3011 Street Maintenance Winter		409,772		409,772
	Transfer from Operating 3015 Work Centre		77,298		77,298
	Transfer from Operating 3033 Engineering Design		15,235		15,235
	Transfer from Operating 3034 Engineering Traffic		15,235		15,235
	Transfer from Operating 3035 Engineering Development		32,230		32,230
	Transfer from Operating 3036 Engineering Construction		71,708		71,708
	Transfer from Operating 3600 Storm Sewer Maintenance		116,520		116,520
	Transfer from Operating 3880 Garbage Recycling		31,350		31,350
	Transfer from Operating 5020 Building Department		39,585		39,585
	Transfer from Operating 4511 Sports Field Maintenance		30,000		30,000
	Transfer from Operating 4515 Greenhouse		40,000		40,000
	Transfer from Operating 4551 Arboriculture		34,000		34,000
	Transfer from Operating 4600 Recreation Admin		3,000		3,000
	Transfer from Operating 4700 Arenas Admin		14,000		14,000
	Transfer from Operating 4705 Sarnia Arena		16,000		16,000
	Transfer from Operating 4708 Clearwater Arena		22,500		22,500
	Transfer from Operating 5005 Planning		1,000		1,000
	Transfer from Operating 3500 Sanitary Sewer Maintenance		246,822		246,822
	Transfer from Operating 3501 Pump Station Maintenance		135,729		135,729
	Transfer from Operating 3506 BG Lagoons		21,569		21,569
	Transfer from Operating 3505 WPCC		38,715		38,715
	Direct from Reserves - Equipment (Fleet) Replacement			(1,172,000)	(1,172,000)
	Transfer from Operating 5035 By-Law Enforcement		52,000		52,000
	Transfer from Operating 4710 PASA		15,000		15,000
	Transfer from Operating 3507 Bio-Solids		28,903		28,903
	Transfer to Operating 3020 Equipment Maintenance			(1,295,000)	(1,295,000)
<b>6525 Works Equipment Total</b>		<b>1,126,444</b>	<b>3,024,441</b>	<b>(3,161,220)</b>	<b>989,665</b>
<b>6530 Emergency Measures Equipment</b>	Opening Balance	7,965			7,965
	Transfer from Operating 2780 Emergency Measures		15,000		15,000
<b>6530 Emergency Measures Equipment Total</b>		<b>7,965</b>	<b>15,000</b>		<b>22,965</b>
<b>6535 Sewage Treatment Plant</b>	Opening Balance	159,821			159,821
	Direct to Reserves - Sewage Tickets		15,000		15,000
<b>6535 Sewage Treatment Plant Total</b>		<b>159,821</b>	<b>15,000</b>		<b>174,821</b>
<b>6560 Library Facilities</b>	Opening Balance	25,297			25,297
	Transfer from Operating 4900 Sarnia Public Library		15,500		15,500
	Transfer from Operating 4901 Lawrence House		1,000		1,000
	Transfer from Operating 4903 Faithorne Library		1,000		1,000
	Direct from Reserves - Faithorne Library Window Flashing Repairs			(5,000)	(5,000)
<b>6560 Library Facilities Total</b>		<b>25,297</b>	<b>17,500</b>	<b>(5,000)</b>	<b>37,797</b>
<b>6565 Police Operating Contingency</b>	Opening Balance	503,149			503,149
	Transfer to 6595 Police Equipment Reserve			(200,000)	(200,000)
<b>6565 Police Operating Contingency Total</b>		<b>503,149</b>		<b>(200,000)</b>	<b>303,149</b>
<b>6580 Tax Stabilization</b>	Opening Balance	1,926,585			1,926,585
	Transfer from Operating 1000 Taxation City		600,000		600,000
	Direct from Reserves - Tax Appeals			(900,000)	(900,000)
	Direct to Reserves - Tax Supplementals		300,000		300,000
<b>6580 Tax Stabilization Total</b>		<b>1,926,585</b>	<b>900,000</b>	<b>(900,000)</b>	<b>1,926,585</b>
<b>6581 Operating Contingency</b>	Opening Balance	3,739,444			3,739,444
	Transfer from Operating 2490 Corp Municipal		250,000		250,000
<b>6581 Operating Contingency Total</b>		<b>3,739,444</b>	<b>250,000</b>		<b>3,989,444</b>
<b>6585 Tax Stabilization - Transit</b>	Opening Balance	175,504			175,504
	Transfer from Operating 1055 Taxation Transit Area		30,000		30,000
	Direct from Reserves - Tax Appeals			(30,000)	(30,000)
<b>6585 Tax Stabilization - Transit Total</b>		<b>175,504</b>	<b>30,000</b>	<b>(30,000)</b>	<b>175,504</b>
<b>6590 Sewer Rates Stabilization</b>	Opening Balance	295,206			295,206
<b>6590 Sewer Rates Stabilization Total</b>		<b>295,206</b>			<b>295,206</b>

**2019 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
<b>6595 Police Equipment</b>	Opening Balance	224,852			224,852
	Transfer from Operating 2625 Police - Station		400,000		400,000
	Direct to Reserves - Sale of Vehicles		40,000		40,000
	Direct from Reserves - Vehicle (Fleet) Replacement - Police			(325,000)	(325,000)
	Direct from Reserves - Vehicle Uplifting			(40,000)	(40,000)
	Direct from Reserves - Computers/Laptops			(59,741)	(59,741)
	Direct from Reserves - HPE Network Switches/Wireless Infrastructure			(74,000)	(74,000)
	Direct from Reserves - IT Watchguard Firewall			(20,000)	(20,000)
	Direct from Reserves - License Plate Reader			(40,000)	(40,000)
	Direct from Reserves - PC Workstation Forensic Electronic Crimes			(6,328)	(6,328)
	Direct from Reserves - Replacement Radar Equipment			(3,000)	(3,000)
	Direct from Reserves - Roadside Drug Testing Devices			(15,000)	(15,000)
	Direct from Reserves - Extraction Software			(11,970)	(11,970)
	Direct from Reserves - Video Forensics Software			(10,000)	(10,000)
	Direct from Reserves - Equipment Bicycle Unit			(2,500)	(2,500)
	Direct from Reserves - Vests Emergency Response			(50,000)	(50,000)
	Direct from Reserves - Holsters			(14,500)	(14,500)
	Direct from Reserves - Upgrades Firearms Magazines			(11,743)	(11,743)
	Transfer from 6565 Operating Contingency Reserve		200,000		200,000
	Capital - IT Equipment - Lifecycle Replacement			(75,000)	(75,000)
<b>6595 Police Equipment Total</b>		<b>224,852</b>	<b>640,000</b>	<b>(758,782)</b>	<b>106,070</b>
<b>6600 Fire Station</b>	Opening Balance	7,885			7,885
	Direct to Reserves - External Source		2,100		2,100
<b>6600 Fire Station Total</b>		<b>7,885</b>	<b>2,100</b>		<b>9,985</b>
<b>6610 Park/Rec Facilities</b>	Opening Balance	93,171			93,171
	Retired Debt		950,529		950,529
	Transfer from Operating 4510 General Park Maintenance		6,000		6,000
	Transfer from Operating 2490 Corporate Municipal		250,000		250,000
	Capital - Arena Improvements			(450,000)	(450,000)
	Capital - Park Infrastructure			(140,000)	(140,000)
	Capital - Sports & Recreation			(670,000)	(670,000)
<b>6610 Park/Rec Facilities Total</b>		<b>93,171</b>	<b>1,206,529</b>	<b>(1,260,000)</b>	<b>39,700</b>
<b>6615 Capital Infrastructure</b>	Opening Balance	1,232,897			1,232,897
	Retired Debt		939,517		939,517
	Transfer from Operating 2490 Corp Municipal		2,600,000		2,600,000
	Transfer from Operating 2490 Corp Municipal TMP		250,000		250,000
	Capital - Infrastructure Assessment			(75,000)	(75,000)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts)			(361,380)	(361,380)
	Capital - Police Radio Communication System			(2,761,300)	(2,761,300)
	Capital - TMP - Sidewalks and Bike lanes			(125,000)	(125,000)
	Capital - Shoreline Protection			(600,000)	(600,000)
	Direct from Reserves - Scott Road Lagoons Environmental Study			(100,000)	(100,000)
<b>6615 Capital Infrastructure Total</b>		<b>1,232,897</b>	<b>3,789,517</b>	<b>(4,022,680)</b>	<b>999,734</b>
<b>6616 Capital Infrastructure - Sewer</b>	Opening Balance	2,811,060			2,811,060
	Retired Debt		1,001,805		1,001,805
	Transfer from Operating 3600 Storm Sewer Maintenance		150,000		150,000
	Transfer from Operating 3500 Sanitary Sewer Maintenance		4,229,311		4,229,311
	Capital - Sarnia Sewer Upgrade Project			(2,500,000)	(2,500,000)
	Capital - Improvements to WPCC			(50,000)	(50,000)
	Capital - Pumping Station Improvements			(500,000)	(500,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various			(1,240,000)	(1,240,000)
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project		5,000,000		5,000,000
	Capital - Bio Solids Improvements			(300,000)	(300,000)
	Capital - Sewer Separation			(600,000)	(600,000)
	Direct to Reserves - Sewer Separation (Potential Grant)		800,000		800,000
	Capital - Sewer Separation (Potential Grant)			(800,000)	(800,000)
	Capital - Sarnia Sewer Upgrade Project (SCF Funding)			(5,000,000)	(5,000,000)
<b>6616 Capital Infrastructure - Sewer Total</b>		<b>2,811,060</b>	<b>11,181,116</b>	<b>(10,990,000)</b>	<b>3,002,176</b>
<b>6617 Capital Infrastructure - Water</b>	Opening Balance	2,060,453			2,060,453
	Transfer from Operating 3700 Water Admin		635,571		635,571
	Transfer from Operating 3705 Water Distribution		3,427,229		3,427,229
	Transfer from Operating 3700 OCWA		34,595		34,595
	Transfer from Operating 3700 LAWSS		506,480		506,480
	Capital - Infrastructure Assessment			(125,000)	(125,000)
	Capital - Improvements to WPCC			(50,000)	(50,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various			(1,240,000)	(1,240,000)
	Capital - Bio Solids Improvements			(300,000)	(300,000)
	Capital - Sewer Separation			(600,000)	(600,000)
	Capital - Corrosion Protection Plan			(1,200,000)	(1,200,000)
<b>6617 Capital Infrastructure - Water Total</b>		<b>2,060,453</b>	<b>4,603,875</b>	<b>(3,515,000)</b>	<b>3,149,328</b>
<b>6619 Municipal Drain Rehabilitation</b>	Opening Balance	531,098			531,098
	Transfer from Operating 3040 Municipal Drains		200,000		200,000
	Direct from Reserves - Annual Expenditures			(100,000)	(100,000)
<b>6619 Municipal Drain Rehabilitation Total</b>		<b>531,098</b>	<b>200,000</b>	<b>(100,000)</b>	<b>631,098</b>



**2019 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
<b>6635 Seaway Kiwanis Campus</b>	Opening Balance	47,319			47,319
	Direct to Reserves - External Source		5,000		5,000
	Direct from Reserves - Kiwanis Pavilion Expenditures - Upgrades & Improvements			(15,000)	(15,000)
<b>6635 Seaway Kiwanis Campus Total</b>		<b>47,319</b>	<b>5,000</b>	<b>(15,000)</b>	<b>37,319</b>
<b>6640 Accessibility</b>	Opening Balance	93,610			93,610
	Transfer from Operating 2490 Corporate Municipal		100,000		100,000
	Capital - Sports & Recreation			(40,000)	(40,000)
	Capital - Lawrence House Wheelchair Ramp			(60,000)	(60,000)
	Direct to Reserves - Potential Grant - Lawrence House Wheelchair Ramp		30,000		30,000
	Capital - Lawrence House Wheelchair Ramp (Potential Grant Funding)			(30,000)	(30,000)
<b>6640 Accessibility Total</b>		<b>93,610</b>	<b>130,000</b>	<b>(130,000)</b>	<b>93,610</b>
<b>6650 Suncor Agora Capital</b>	Opening Balance	-			-
<b>6650 Suncor Agora Capital Total</b>		<b>-</b>			<b>-</b>
<b>Forecasted Balance December 2019</b>		<b>38,802,831</b>	<b>41,119,635</b>	<b>(39,348,682)</b>	<b>40,573,784</b>

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: August 13, 2018

TO: Lisa Armstrong, Director of Finance

FROM: Scott McEachran, City Solicitor, Realty & Property Services, and Insurance & Risk Management

**RE: 2019 Reserve Funds Expenditures**

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Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6265 Airport Reserve	Asphalt remediation	There are trip hazards, failing cold joints, and spalling asphalt in various locations	\$35,000

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: August 17, 2018  
 TO: Lisa Armstrong, Director of Finance  
 FROM: Vince Wijsman, Property Manager  
**RE: 2019 Reserve Funds Expenditures**

Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6210 Waterfront Development	Ferry Dock Building Repairs - Replace existing gas fired boiler and install new exhaust chimney. Repair damaged brick veneer on the outside of the building	Existing gas fired inefficient boiler needs replacing – end of equipment lifecycle, 30 years old. The new boiler will need a new up to date chimney exhaust (meet current code). Also brick veneer has fallen of the side of the building that requires repair/replacement. Please refer to the 2017, Walter Fedy, High Level, Building Condition Survey.	\$12,500
6560 Library Facilities Reserve	Faithorne Library –Bright’s Grove. Window flashing repair and caulking.	The Bright’s Grove Library window flashing on all windows have come loose and need to be fastened back in place. Caulking around windows also needs to be replaced and has started to come off as well. Eave troughs also need to be covered with a leaf guard product to prevent the clogging troughs and downspouts.	\$5,000

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: August 30, 2018  
 TO: Lisa Armstrong, Director of Finance  
 FROM: John Kingyens, Fire Chief  
**RE: 2019 Reserve Funds Expenditures**

Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6510 Fire Equipment Reserve	Fire Hose	Annual fire hose replacement program to maintain inventory. Needed for basic fire service delivery. NFPA 1961 Standard requirement	\$25,000
6510 Fire Equipment Reserve	Air Monitoring Equipment	Determine air quality for public and firefighter safety. Air monitoring events include industrial, rail, highway, residential, pipeline etc.	\$34,000
6510 Fire Equipment Reserve	Fire Extinguisher Training Unit	Replace older unit; A three year private donation of \$6,000 each year totaling \$18,000 will partially offset	\$24,000
6510 Fire Equipment Reserve	Wildland Firefighting Sked	P/U truck sked includes water tank, foam, portable pump, and light-weight hose. Enhance fire extinguishment and protect property along pipeline right-of-ways, rail lines and BWT	\$10,500
6510 Fire Equipment Reserve	Small Vehicle Replacement	Replace and re-allocate two emergency response pick-up trucks (Platoon Chief and Safety Officer)	\$75,000
6510 Fire Equipment Reserve	Opticom Inventory Maintenance	Opticom inventory on traffic signals requires maintenance to ensure all inventory functions properly for Fire emergency vehicles	\$10,000
6510 Fire Equipment Reserve	Bunker Gear	Five year replacement program policy; Ministry of Labour Fire Service Section 21 Guidelines	\$94,000

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: October 18, 2018

TO: Lisa Armstrong, Director of Finance

FROM: Cathy Dam, Director Financial Services, Sarnia Police Service

**RE: 2019 Reserve Funds Expenditures**

Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6515 Police Building Replacement	Replacement Fire Alarm Panel	End of Life/Safety	65,000
6515 Police Building Replacement	Upgrades PTAAC Training Centre	To suit end usage	30,000
6515 Police Building Replacement	Lighting Upgrades	Energy Efficiency, SaveONenergy Incentives	74,000
6515 Police Building Replacement	Furnishings	Replacement as required	10,000
6515 Police Building Replacement	Replacement Dispatch Lockers	To replace smaller, older units	2,000
6520 911 Equipment Replacement	911/Dispatch Stations	Replacement of old units to coordinate with new consoles	100,000
6520 911 Equipment Replacement	GPS Time Clock	For 911 Backup Site	6,800
6520 911 Equipment Replacement	PC Workstations CAD Refresh (6)	3 Years Lifecycle	33,000
6520 911 Equipment Replacement	Servers CAD Refresh (3)	3 Years Lifecycle	15,000
6520 911 Equipment Replacement	Upgrades Next Generation 911 (NG9-1-1)	CRTC Mandate, multi-year implementation period	50,000
6595 Police Equipment	Vehicle Replacement	Fleet replacement program	325,000
6595 Police Equipment	Vehicle Upfits	Fleet replacement	40,000
6595 Police Equipment	Computers/ Workstations/Laptops	Computer replacement program	59,741

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6595 Police Equipment	HPE Network Switches and Wireless Infrastructure	End of life issues	74,000
6595 Police Equipment	IT Equipment	Lifecycle Replacement contingency	75,000
6595 Police Equipment	IT WatchGuard Firewall	3 Year Lifecycle	20,000
6595 Police Equipment	License Plate Reader	New	40,000
6595 Police Equipment	PC Workstation Forensic Electronic Crimes	3 Year Lifecycle	6,328
6595 Police Equipment	Replacement Radar Equipment	Lifecycle Replacement	3,000
6595 Police Equipment	Roadside Drug Testing Devices	New	15,000
6595 Police Equipment	Video Forensics Software	New	10,000
6595 Police Equipment	Extraction Software, Electronic Crimes	New	11,970
6595 Police Equipment	Equipment Bicycle Unit	Lifecycle Replacement	2,500
6595 Police Equipment	ERT Vests	End of life	50,000
6595 Police Equipment	Holsters	End of life	14,500
6595 Police Equipment	Upgrades Firearms Magazines	Lifecycle replacement	11,743

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: August 1, 2018  
TO: Lisa Armstrong, Director of Finance  
FROM: Calvin Gardner, Community Emergency Management Coordinator  
**RE: 2019 Reserve Funds Expenditures**

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Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6200 Capital Reserve	Emergency Siren Upgrade	Parts are no longer available which would result in siren failure without parts for repair	\$50,000

## DEPARTMENT CORRESPONDENCE

*People Serving People*

DATE: October 5, 2018

TO: Lisa Armstrong, Director of Finance

FROM: Mike Berkvens, Director of Engineering

**RE: 2019 Reserve Funds Expenditures**

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Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6015 Development Charges	Development Area 2 Environmental Assessment	Development Area 2 is the main area planned for future residential growth. The environmental assessment for new arterial roads and related infrastructure will ensure that the City is prepared to support new development when required.	\$200,000
6015 Development Charges	Rapids Parkway Schedule C Environmental Assessment	The extension of Rapids Parkway to Exmouth Street is required to accommodate the traffic from Development Area 1. The extension was planned as part of the original transportation network for the subdivision and is included in the Secondary Plan, Official Plan, and Transportation Master Plan.	\$125,000
6015 Development Charges	Industrial Land Servicing Study	This study will review available serviced industrial land and develop a strategy for long term sustainable supply of serviced land. With exception to the Western Sarnia-Lambton Research Park, there is a shortage of available serviced industrial land. Maintaining a minimum level of serviced industrial land will ensure that the City can compete for new businesses and jobs.	\$125,000



<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6615 Capital Infrastructure	Scott Road Lagoons Environmental Study	Deferral of decommissioning the sludge lagoons will continue to impact operating budgets at the WPCC and PW. This project will permit the reuse of this site for numerous activities. Given the pending Management of Excess Soil regulation that is in the final public consultation period, having a site dedicated to soil storage will be key for the City to be compliant when the regulation comes in to effect.	\$100,000

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: August 31, 2018

TO: Lisa Armstrong, Director of Finance

FROM: Rob Harwood, Director of Parks and Recreation

**RE: 2019 Reserve Funds Expenditures**

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Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6340 Bluewater Gymnastics Building	Upgrades and improvements	Upgrades and improvements needed to keep the Bluewater Gymnastics Building and immediate area in good standing	\$70,000
6335 Sarnia Bay Capital Improvements	Upgrades and Improvements	ESA requirements. Capital upgrades to the electrical, infrastructure and marina building.	\$40,000
6635 Seaway Kiwanis Campus	Upgrades and Improvements	Upgrades and improvements to the existing assets within the Kiwanis Campus	\$15,000

**DEPARTMENT CORRESPONDENCE**  
*People Serving People*

DATE: September 5, 2018

TO: Lisa Armstrong, Director of Finance

FROM: Alan Shaw, Director of Community Development Services & Standards

**RE: 2019 Reserve Funds Expenditures**

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Please be advised that the following Reserves Expenditures are requested for the 2019 budget year:

<b>Reserve Name</b>	<b>Item</b>	<b>Justification</b>	<b>Amount</b>
6300 Business Park Reserve	Expenditures – Maintenance	Annual request for maintenance requirements.	\$25,000

**2019 DRAFT EQUIPMENT REPLACEMENT LIST\***

<b>New or Replacement</b>	<b>Equipment Requested</b>	<b>Description of Existing Equipment: Year Make Model</b>	<b>Primary User</b>	<b>Plans for Equipment being Replaced</b>	<b>Fleet Reserve</b>	<b>Fire Reserve</b>
Replacement	16 ft Mower With Cab	2006 Jacobsen HR9016 (5,757 hours)	Parks	Sale	110,000	
Replacement	6 Ton Winter Control Truck	2006 6 Ton Sterling Tamdem Dump Truck (157,000 km)	Public Works	Sale	450,000	
Replacement	1 Trackless Unit Low Gear	2001 Trackless Tractor Series V (12,300 miles; 3,200 hours)	Public Works	Sale	112,000	
Replacement	Ice Resurfacer (Refurbished)	2001 Zamboni 440 (4,432 hours)	Arenas	Sale	70,000	
Replacement	Ice Resurfacer (Refurbished)	2002 Zamboni 575	Arenas	Sale	70,000	
Replacement	Backhoe	2005 Case 580 (11,450 hours)	Public Works	Sale	130,000	
Replacement	Pick-up Truck (Hauling Cap.)	2007 Ford F150	Fire	Sale		37,500
Replacement	Pick-up Truck (Hauling Cap.)	2007 Dodge Ram	Fire	Sale		37,500
New	2 Tail Gate Lifts		Parks		8,000	
New	1 Trackless Unit/Salter/ V Plow		Public Works		132,000	
New	Combo Mower/Plow		Parks		110,000	
	Trade Ins				(20,000)	
					<b>\$ 1,172,000</b>	<b>\$ 75,000</b>

\*Excluding Police replacements

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6005 Parkland Dedication Reserve Fund</b>	Opening Balance	354,266			354,266
	Direct to Reserves - 5005 Planning Development Costs		20,000		20,000
	Capital - Sports & Recreation - 2018			(300,000)	(300,000)
	Capital - Park Infrastructure - 2018			(25,000)	(25,000)
	Interest Earned		378		378
<b>6005 Parkland Dedication Reserve Fund Total</b>		<b>354,266</b>	<b>20,378</b>	<b>(325,000)</b>	<b>49,643</b>
<b>6015 Development Charges</b>	Opening Balance	11,534,907			11,534,907
	Electric Vehicle Charging Stations			(3,751)	(3,751)
	Direct to Reserves - Development Charges		872,520		872,520
	Capital - Sarnia Sewer Upgrade Project - 2015			(2,000,000)	(2,000,000)
	Capital - Fire Apparatus Replacement - 2016			(129,958)	(129,958)
	Direct from Reserves - Station 2 Specialized Industrial Equipment - 2017			(15,116)	(15,116)
	Council Approved - Stormwater Mgmt & Hydrolic Modelling Update for Area # 1			(5,749)	(5,749)
	Capital - Sarnia Library Renovations & Accessibility Upgrades - 2018			(134,617)	(134,617)
	Direct from Reserves - Parks & Recreation Master Plan - 2018			(117,000)	(117,000)
	Direct from Reserves - Development Charges Study - 2018			(48,000)	(48,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2018			(391,201)	(391,201)
	Interest Earned		126,667		126,667
	Council Approved - Consulting Services for Development Area 2 Servicing			(57,239)	(57,239)
<b>6015 Development Charges Total</b>		<b>11,534,907</b>	<b>999,187</b>	<b>(2,902,632)</b>	<b>9,631,463</b>
<b>6020 Provincial Gas Tax</b>	Opening Balance	1,251,827			1,251,827
	Direct to Reserves - Provincial Gas Tax		926,000		926,000
	Capital - Transit Plan 2017 - AODA compliant Concrete Pads at Transit Stops			(42,266)	(42,266)
	Capital - Transit Plan 2017 - Accessible Transit Scheduling Software			(10,747)	(10,747)
	Capital - Downtown Transit Terminal Upgrades - 2015			(494,848)	(494,848)
	Council Approved - Tripspark & 8 buses add't funding - 2017			(240,000)	(240,000)
	Transfer to Operating 3140 Transit Revenue - 2018			(580,000)	(580,000)
	Transfer to Operating 3195 Care-A-Van Revenue - 2018			(120,000)	(120,000)
	Capital - Bus Shelters and AODA Upgrades - 2018			(75,000)	(75,000)
	Interest Earned		7,467		7,467
<b>6020 Provincial Gas Tax Total</b>		<b>1,251,827</b>	<b>933,467</b>	<b>(1,562,861)</b>	<b>622,433</b>
<b>6025 Federal Gas Tax</b>	Opening Balance	1,869,541			1,869,541
	Direct to Reserves - Federal Gas Tax		2,310,133		2,310,133
	Capital - LED Streetlighting Conversion Phase 3 - 2017			(333,900)	(333,900)
	Capital - Road Resurfacing - 2016			(243,055)	(243,055)
	Capital - Donohue Bridge - 2018			(3,100,000)	(3,100,000)
<b>6025 Federal Gas Tax Total</b>		<b>1,869,541</b>	<b>2,310,133</b>	<b>(3,676,954)</b>	<b>502,720</b>
<b>6035 Building Permit Revenue</b>	Opening Balance	851,565			851,565
	Transfer from Operating 5020 Building		37,267		37,267
	Transfer to Operating 2022 IT - 2018			(70,000)	(70,000)
	Direct from Reserves - Software Upgrades/Programming - 2018			(75,000)	(75,000)
	Interest Earned		10,616		10,616
<b>6035 Building Permit Revenue Total</b>		<b>851,565</b>	<b>47,883</b>	<b>(145,000)</b>	<b>754,448</b>
<b>6040 Federal Harbour Reserve Fund</b>	Opening Balance	2,956,675			2,956,675
	Installation of Dry Hydrants - 2016			(40,000)	(40,000)
	Transfer from Operating 2065 Harbour		10,000		10,000
	Council Approved - Closed Session Dec 11, 2017			(148,230)	(148,230)
	Transfer to Operating 2066 Sarnia Harbour - 2018			(226,602)	(226,602)
	Interest Earned		40,524		40,524
<b>6040 Federal Harbour Reserve Fund Total</b>		<b>2,956,675</b>	<b>50,524</b>	<b>(414,832)</b>	<b>2,592,368</b>
<b>6045 OCIF</b>	Opening Balance	191,835.05			191,835
	Direct to Reserves - OCIF Funding		1,914,424		1,914,424
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2017			(62,231)	(62,231)
	Capital - Road Resurfacing - 2017			(126,099)	(126,099)
	Capital - Road Resurfacing - 2018			(1,914,424)	(1,914,424)
	Capital - Road Resurfacing - 2017 OCIF Interest Earned			(3,504)	(3,504)
<b>6045 OCIF Total</b>		<b>191,835</b>	<b>1,914,424</b>	<b>(2,106,259)</b>	<b>(0)</b>
<b>6050 Ontario Municipal Commuter Cycling</b>	Interest Earned		5,206		5,206
	Council Approved - Ontario Municipal Cycling Program Funding		590,082		590,082
	Council Approved - OMCP Projects			(595,287)	(595,287)
<b>6050 Ontario Municipal Commuter Cycling Total</b>			<b>595,287</b>	<b>(595,287)</b>	<b>-</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6200 Capital Reserve</b>	Opening Balance	1,662,818			1,662,818
	Retired Debt		1,238,493		1,238,493
	Transfer from Operating 2490 Corporate Municipal		26,000		26,000
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		150,128		150,128
	Capital - Transit Plan 2017 - Bus Replacement - 8 low floor cutaway			(666,000)	(666,000)
	Capital - Vadim E3 Upgrade - 2016			(62,973)	(62,973)
	Transfer from Operating 5035 By-Law Enforcement		4,315		4,315
	Capital - Transit Plan 2017 - Accessible Transit Scheduling Software		10,747	(10,747)	(0)
	Council Approved - Political Wing/Staff Work Areas			(5,393)	(5,393)
	Capital - Police Radio Communication System - 2017			(53,947)	(53,947)
	Direct from Reserves - HR Software: Absence Tracking - 2017			(24,530)	(24,530)
	Capital - Transit Plan 2017 - Bus Replacement - 8 low floor cutaway (PTIF)			(666,000)	(666,000)
	Transfer from Operating 2052 Property Maintenance - Lochiel Kiwanis Contribution		15,000		15,000
	Direct from Reserves - Lochiel Kiwanis Major Maintenance			(103,408)	(103,408)
	Capital - Canatara Park Upgrades- 2018			(250,000)	(250,000)
	Capital - Police Radio Communication System - 2018			(1,500,000)	(1,500,000)
	Council Approved - Fire Station 1 Air Condition Unit & Heating System			(9,600)	(9,600)
	EPO - City Hall Penthouse Roof Replacement			(10,462)	(10,462)
	Ontario Main Street Revitilization Grant		92,924		92,924
	Council Approved - Ontario Main Street Revitilization Grant			(92,924)	(92,924)
	Centennial Park - Remediation & Design			(80,864)	(80,864)
	Capital - Transit Plan 2017 - Bus Replacement - 8 low floor cutaway (PTIF Grant)		666,000		666,000
<b>6200 Capital Reserve Total</b>		<b>1,662,818</b>	<b>2,203,607</b>	<b>(3,536,849)</b>	<b>329,577</b>
<b>6210 Waterfront Development</b>	Opening Balance	464,593			464,593
	Ferry Dock Bldg - Exterior Improvements - 2012			(4,383)	(4,383)
	Transfer from Operating 2070 Ferry Dock Hill		20,000		20,000
	Direct to Reserves - External Source - Sales Revenue		75,000		75,000
	Council Approved - Centennial Park Boat Ramp - 2017			(400,000)	(400,000)
	Transfer to 6300 Business Park Reserve - 3 Yr Payback - 2018			(65,666)	(65,666)
	Interest Earned		527		527
	Harbour Master Commission			(6,471)	(6,471)
<b>6210 Waterfront Development Total</b>		<b>464,593</b>	<b>95,527</b>	<b>(476,521)</b>	<b>83,599</b>
<b>6220 WSIB Self Insurance</b>	Opening Balance	942,281			942,281
	Transfer from Operating 2490 WSIB 5 yr repayment plan		380,000		380,000
	Transfer from Operating 2490 WSIB 5 yr repayment plan 2015		80,000		80,000
	From Payroll - WSIB		1,493,889		1,493,889
	Direct from Reserves - WSIB Claims Estimate - 2018			(1,320,600)	(1,320,600)
	Transfer to 6200 Reserve WSIB 5 yr repayment plan - 2018			(150,128)	(150,128)
	Transfer to 6315 Reserve WSIB 5 yr repayment plan - 2018			(154,000)	(154,000)
	Interest Earned		20,933		20,933
<b>6220 WSIB Self Insurance Total</b>		<b>942,281</b>	<b>1,974,822</b>	<b>(1,624,728)</b>	<b>1,292,375</b>
<b>6225 Self-Insurance Reserve</b>	Opening Balance	931,538			931,538
	Transfer from Operating 3700 Water Admin		3,488		3,488
	Transfer from Operating 3510 Sewer Admin		2,229		2,229
	Transfer from Operating 2490 Corp Municipal		395,000		395,000
	Transfer from Operating 2490 Corporate Municipal		50,000		50,000
	Transfer from Operating 3100 Transit Transportation		25,000		25,000
	Direct from Reserves - Self Insurance Claims Payments - 2018			(525,000)	(525,000)
	Interest Earned		18,448		18,448
<b>6225 Self-Insurance Reserve Total</b>		<b>931,538</b>	<b>494,165</b>	<b>(525,000)</b>	<b>900,703</b>
<b>6230 Façade Improvement Loan</b>	Opening Balance	17,484			17,484
	Interest Earned		1,921		1,921
<b>6230 Façade Improvement Loan Total</b>		<b>17,484</b>	<b>1,921</b>		<b>19,405</b>
<b>6235 YMCA Reserve</b>	Opening Balance	600,000			600,000
	Direct to Reserves - Investment Interest		12,000		12,000
	Direct from Reserves - YMCA Payments - 2018			(12,000)	(12,000)
<b>6235 YMCA Reserve Total</b>		<b>600,000</b>	<b>12,000</b>	<b>(12,000)</b>	<b>600,000</b>
<b>6240 Strangway Centre Endowment</b>	Opening Balance	153,559			153,559
	Direct to Reserves - Investment Interest		2,083		2,083
	Direct from Reserves - Annual Interest Payment Strangway - 2017			(2,180)	(2,180)
	Direct from Reserves - Annual Interest Payment Strangway - 2018			(2,083)	(2,083)
<b>6240 Strangway Centre Endowment Total</b>		<b>153,559</b>	<b>2,083</b>	<b>(4,264)</b>	<b>151,378</b>
<b>6245 Environmental Reserve</b>	Opening Balance	137,370			137,370
	Council Approved - Landfill Consulting Services (2018 - 2020)			(46,250)	(46,250)
	Direct from Reserves - Landfill Monitoring - 2018			(50,000)	(50,000)
	Interest Earned		1,811		1,811
<b>6245 Environmental Reserve Total</b>		<b>137,370</b>	<b>1,811</b>	<b>(96,250)</b>	<b>42,930</b>
<b>6250 Elm-High-Ex-Wood Park</b>	Opening Balance	4,697			4,697
	Interest Earned		64		64
<b>6250 Elm-High-Ex-Wood Park Total</b>		<b>4,697</b>	<b>64</b>		<b>4,761</b>
<b>6255 Indoor Recreation Facility</b>	Opening Balance	136,805			136,805
	Investment Interest		1,180		1,180
	Council Approved - Payment to FC Soccer Club per Agreement			(137,986)	(137,986)
<b>6255 Indoor Recreation Facility Total</b>		<b>136,805</b>	<b>1,180</b>	<b>(137,986)</b>	<b>-</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6265 Airport</b>	Opening Balance	38,222			38,222
	Transfer from Operating 2490 Corporate Municipal		25,000		25,000
	Direct to Reserves - Investment Interest		500		500
	Direct from Reserves - Replacements - 2018			(25,000)	(25,000)
	Direct from Reserves - Airport Operator Payment - 2018			(500)	(500)
<b>6265 Airport Total</b>		<b>38,222</b>	<b>25,500</b>	<b>(25,500)</b>	<b>38,222</b>
<b>6270 Legacy Fund</b>	Opening Balance	53,620			53,620
	Direct from Reserves - Kids Funfest - 2018			(2,400)	(2,400)
	Interest Earned		734		734
<b>6270 Legacy Fund Total</b>		<b>53,620</b>	<b>734</b>	<b>(2,400)</b>	<b>51,955</b>
<b>6285 Police Sick Leave</b>	Opening Balance	32,554			32,554
	Interest Earned		446		446
	Transfer to 6565 Police Operating Contingency - close reserve	(33,000)			(33,000)
<b>6285 Police Sick Leave Total</b>		<b>(446)</b>	<b>446</b>		<b>(0)</b>
<b>6300 Business Park</b>	Opening Balance	553,401			553,401
	Fencing Along Wellington for Vehicle Control - 2016			(15,000)	(15,000)
	Direct to Reserves - Rental Income		12,500		12,500
	Council Approved - Centennial Park Boat Ramp - 2017			(197,000)	(197,000)
	Transfer from 6210 Waterfront Development Reserve - 3 Yr Payback		65,666		65,666
	Direct from Reserves - Business Park Expenditures - 2018			(25,000)	(25,000)
	Interest Earned		4,934		4,934
	Sale of Land		1,000		1,000
<b>6300 Business Park Total</b>		<b>553,401</b>	<b>84,100</b>	<b>(237,000)</b>	<b>400,501</b>
<b>6305 Perch Creek Harbour</b>	Opening Balance	128,758			128,758
	Interest Earned		1,763		1,763
<b>6305 Perch Creek Harbour Total</b>		<b>128,758</b>	<b>1,763</b>		<b>130,521</b>
<b>6315 Capital Revolving</b>	Opening Balance	1,363,958			1,363,958
	Transfer from Operating 3510 Sewer Admin		90,345		90,345
	Transfer from Operating 3125 Transit Admin		47,805		47,805
	Transfer from Operating 3705 Water Distribution		57,595		57,595
	Transfer from Operating 2490 Corporate Municipal		100,000		100,000
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		154,000		154,000
	Direct to Reserves - Cox Garden Donation		120,000		120,000
	Internal Debt - Principle and Interest 5500 - 05780/05781		478,596		478,596
	Transfer from Operating 2490 Repayment Lbt Mall Tax Assess		117,300		117,300
	Direct to Reserves - Rotary Club Loan		16,000		16,000
	Capital - Oversized Load Corridor - Lambton County Contribution		180,000		180,000
	Capital - Oversized Load Corridor - St. Clair Township Contribution		11,250		11,250
	Capital - Oversized Load Corridor - SLIA Contribution		2,500		2,500
	Capital - Donohue Bridge - 2017			(566,468)	(566,468)
	Capital - Sarnia Library Renovations & Accessibility Upgrades - 2018			(140,000)	(140,000)
	Capital - Donohue Bridge - 2018			(1,100,000)	(1,100,000)
	Capital - Infrastructure Assessment - 2018			(25,000)	(25,000)
	Capital - Public Works Improvements - 2018			(100,000)	(100,000)
	Capital - Oversized Load Corridor - Lambton County Contribution - 2018			(180,000)	(180,000)
	Capital - Oversized Load Corridor - St. Clair Township Contribution - 2018			(11,250)	(11,250)
	Capital - Oversized Load Corridor - SLIA Contribution - 2018			(2,500)	(2,500)
	Interest Earned		343		343
	Council Approved - Clearwater Arena Elevator Repair			(36,557)	(36,557)
	Council Approved - Core IT Infrastructure			(100,000)	(100,000)
<b>6315 Capital Revolving Total</b>		<b>1,363,958</b>	<b>1,375,734</b>	<b>(2,261,775)</b>	<b>477,917</b>
<b>6335 Sarnia Bay Capital Improvements</b>	Opening Balance	154,589			154,589
	Transfer from Operating 4510 General Park Maintenance		10,000		10,000
	Direct to Reserves - External Source		5,000		5,000
	Direct to Reserves - Loan Repayment		7,340		7,340
	Direct from Reserves - Fuel Dock & Electrical Upgrades			(40,000)	(40,000)
	Council Approved - Centennial Park Boat Ramp - 2017			(82,490)	(82,490)
	Interest Earned		1,108		1,108
	Emergency PO - Roof Repairs			(1,496)	(1,496)
<b>6335 Sarnia Bay Capital Improvements Total</b>		<b>154,589</b>	<b>23,448</b>	<b>(123,986)</b>	<b>54,050</b>
<b>6340 Bluewater Gymnastics</b>	Opening Balance	239,677			239,677
	Direct to Reserves - Lease Payment		9,776		9,776
	Direct from Reserves - Upgrades & Improvements - 2018			(16,842)	(16,842)
	Interest Earned		3,238		3,238
<b>6340 Bluewater Gymnastics Total</b>		<b>239,677</b>	<b>13,014</b>	<b>(16,842)</b>	<b>235,848</b>
<b>6350 Development Contingency</b>	Opening Balance	45,173			45,173
	Interest Earned		619		619
<b>6350 Development Contingency Total</b>		<b>45,173</b>	<b>619</b>		<b>45,792</b>
<b>6355 Parking Reserve</b>	Opening Balance	(0)			(0)
	Transfer from Operating 5035 By-Law Enforcement		19,685		19,685
	Direct from Reserves - Parking Meter - Pay and Display - 2018			(10,000)	(10,000)
	Interest Earned		269		269
	Council Approved - Cash-in-Lieu of Parking		50,000		50,000
<b>6355 Parking Reserve Total</b>		<b>(0)</b>	<b>69,954</b>	<b>(10,000)</b>	<b>59,954</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6365 Sarnia Harbour</b>	Opening Balance	1,977,255			1,977,255
	Installation of Dry Hydrants - 2016			(20,000)	(20,000)
	Rehabilitation of Seaway Road - 2016			(50,000)	(50,000)
	Transfer from Operating 2066 Sarnia Harbour		311,300		311,300
	Capital - Oversized Load Corridor - 2017			(191,786)	(191,786)
	Capital - Oversized Load Corridor - 2018			(681,250)	(681,250)
	Interest Earned		15,120		15,120
<b>6365 Sarnia Harbour Total</b>		<b>1,977,255</b>	<b>326,420</b>	<b>(943,036)</b>	<b>1,360,639</b>
<b>6400 Election Expenses</b>	Opening Balance	250,000			250,000
	Transfer to Operating 2100 Elections - 2018			(250,000)	(250,000)
<b>6400 Election Expenses Total</b>		<b>250,000</b>		<b>(250,000)</b>	<b>-</b>
<b>6430 Transit - Vehicle</b>	Opening Balance	159,596			159,596
	Retired Debt		198,783		198,783
	Transfer from Operating 3100 Transit		7,500		7,500
	Capital - Transit Plan 2017 - Onboard Cameras		117,500	(88,500)	29,000
	Capital - Transit Plan 2017 - AODA compliant Concrete Pads at Transit Stops (PTIF)			(42,266)	(42,266)
	Capital - Transit Plan 2017 - Onboard Cameras (PTIF)			(117,500)	(117,500)
	Transfer from Reserve - 6455 Transit Tickets, Passes		32,316		32,316
	External Source - Depreciation Charges PT Edward		1,455		1,455
	External Source - Sale of Equipment		4,008		4,008
<b>6430 Transit - Vehicle Total</b>		<b>159,596</b>	<b>361,562</b>	<b>(248,266)</b>	<b>272,893</b>
<b>6440 Land Purchase</b>	Opening Balance	80,168			80,168
	Land Acquisition - Road Widening - 2015			(6,091)	(6,091)
	External Source - Sale of Land		5,500		5,500
	Council Approved - Sale of Land (Bayside Mall)		1,000,000		1,000,000
<b>6440 Land Purchase Total</b>		<b>80,168</b>	<b>1,005,500</b>	<b>(6,091)</b>	<b>1,079,577</b>
<b>6450 Water Rates Stabilization</b>	Opening Balance	492,635			492,635
<b>6450 Water Rates Stabilization Total</b>		<b>492,635</b>			<b>492,635</b>
<b>6455 Transit Tickets, Passes</b>	Opening Balance	32,316			32,316
	Transfer to Reserve - 6430 Transit Vehicle			(32,316)	(32,316)
<b>6455 Transit Tickets, Passes Total</b>		<b>32,316</b>		<b>(32,316)</b>	<b>-</b>
<b>6470 Care-A-Van - Vehicle</b>	Opening Balance	124,582			124,582
	Retired Debt		17,706		17,706
	Capital - Transit Plan 2017 - Care-A-Van 2 high floor cutaway accessible			(115,000)	(115,000)
	Capital - Transit Plan 2017 - Care-A-Van 2 high floor cutaway accessible (PTIF)			(115,000)	(115,000)
	Capital - Transit Plan 2017 - Care-A-Van 2 high floor cutaway accessible (PTIF Grant)		115,000		115,000
<b>6470 Care-A-Van - Vehicle Total</b>		<b>124,582</b>	<b>132,706</b>	<b>(230,000)</b>	<b>27,288</b>
<b>6480 Transit Building</b>	Opening Balance	236,089			236,089
	Transfer from Operating 3120 Transit Premises		15,000		15,000
	Transfer from Operating 3170 Care-A-Van		5,000		5,000
	Capital - Transit Plan 2017 - Bus Storage Facility Upgrades			(55,082)	(55,082)
	Capital - Transit Plan 2017 - Bus Storage Facility Upgrades (PTIF)			(55,082)	(55,082)
	Capital - Building Security Upgrades - 2018			(75,000)	(75,000)
	Capital - Transit Plan 2017 - Bus Storage Facility Upgrades (PTIF Grant)		55,082		55,082
<b>6480 Transit Building Total</b>		<b>236,089</b>	<b>75,082</b>	<b>(185,163)</b>	<b>126,007</b>
<b>6485 Energy Management</b>	Opening Balance	308,582			308,582
	Transfer from Operating 2490 Corporate Municipal		303,523		303,523
	Capital - Energy Efficiency Project Waste Water Treatment Plant - 2017			(98,251)	(98,251)
	Capital - Energy Efficiency Project Sarnia Arena - 2017			(114,504)	(114,504)
	Capital - Energy Efficiency Project Clearwater Arena - 2017			(9,091)	(9,091)
	Capital - Energy Efficiency Projects - 2018			(300,000)	(300,000)
	Energy Efficiency Rebates		32,711		32,711
	Council Approved - WPCC Upgrades - UV Changeout - 2018			(52,000)	(52,000)
<b>6485 Energy Management Total</b>		<b>308,582</b>	<b>336,234</b>	<b>(573,846)</b>	<b>70,970</b>
<b>6490 Computer Equipment Replacement</b>	Opening Balance	558,682			558,682
	Retired Debt		100,000		100,000
	Transfer from Operating 2022 IT		150,000		150,000
	Direct from Reserves - Computer Leasing - 2017			(15,579)	(15,579)
	Capital - Core IT Infrastructure - 2017			(75,458)	(75,458)
	Direct from Reserves - Cyber Security Initiative - 2017			(27,558)	(27,558)
	Direct from Reserves - User Device Hardware Refresh Support - 2017			(11,930)	(11,930)
	Transfer from Capital Projects - Capital Out of Rates (CMMS)			(183,493)	(183,493)
	Transfer from Capital Projects - Capital Out of Rates (Worktech)			(100,484)	(100,484)
	Direct from Reserves - End User Desktops & Laptops - 2018			(95,000)	(95,000)
	Direct from Reserves - Computer Hardware - 2018			(40,000)	(40,000)
	Council Approved - Connectivity Innovation Pilot - 2018			(15,000)	(15,000)
	Direct from Reserves - City Website Rebuild - 2016/2017 Combined			(93,634)	(93,634)
<b>6490 Computer Equipment Replacement Total</b>		<b>558,682</b>	<b>250,000</b>	<b>(658,137)</b>	<b>150,545</b>
<b>6495 City Hall Building</b>	Opening Balance	11,204			11,204
	Transfer from Operating 2052 Property		40,000		40,000
	Direct from Reserves - Committee Room 3 & 4 Carpet Replacement - 2018			(4,467)	(4,467)
	Direct from Reserves - Flooring Replacement - 2018			(19,000)	(19,000)
<b>6495 City Hall Building Total</b>		<b>11,204</b>	<b>40,000</b>	<b>(23,467)</b>	<b>27,737</b>



**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6500 City Hall Printing Room</b>	Opening Balance	78,323			78,323
	Transfer from Operating 2052 Property		6,900		6,900
<b>6500 City Hall Printing Room Total</b>		<b>78,323</b>	<b>6,900</b>		<b>85,223</b>
<b>6510 Fire Equipment</b>	Opening Balance	1,351,453			1,351,453
	Retired Debt		647,602		647,602
	Boat Equipment - 2014			0	0
	CAD to FDM RMS Interface - 2014			(21,624)	(21,624)
	Transfer from Operating 2500 Fire Officers		60,000		60,000
	Capital - Fire Apparatus Replacement - 2016			(538,179)	(538,179)
	Capital - Heavy Rescue Fire Apparatus Replacement - 2017			(650,000)	(650,000)
	Direct from Reserves - Mobile Strategy Plan - 2017			(7,349)	(7,349)
	Direct to Reserves - Fire Marque Cost Recovery Program		86,839		86,839
	Direct from Reserves - Light Fleet Vehicle - Mechanic Van - 2018			(55,000)	(55,000)
	Direct from Reserves - Light Fleet Vehicle - Pick-up Truck - 2018			(55,000)	(55,000)
	Direct from Reserves - Bunker Gear - 2018			(75,000)	(75,000)
	Direct from Reserves - NFPA Hose - 2018			(24,679)	(24,679)
	Direct from Reserves - Thermal Imaging Cameras (TIC) - 2018			(25,256)	(25,256)
	Direct from Reserves - Air Monitoring Equipment - 2018			(34,000)	(34,000)
	Station 3 - Rooftop Furnace Replacement			(6,530)	(6,530)
	Donation - Public Education		6,000		6,000
	Public Education Grants			(8,500)	(8,500)
<b>6510 Fire Equipment Total</b>		<b>1,351,453</b>	<b>800,441</b>	<b>(1,501,118)</b>	<b>650,776</b>
<b>6515 Police Building</b>	Opening Balance	205,473			205,473
	Transfer from Operating 2625 Police - Station		75,900		75,900
	Direct from Reserves - Chilling Tower Replacement - 2017			(37,590)	(37,590)
	Council Approved - Police Building Diesel Generator - 2017			0	0
	Direct from Reserves - Expenditures - 2018			(60,000)	(60,000)
<b>6515 Police Building Total</b>		<b>205,473</b>	<b>75,900</b>	<b>(97,590)</b>	<b>183,783</b>
<b>6520 911 Equipment</b>	Opening Balance	118,086			118,086
	Transfer from Operating 2610 Police - Communications		20,000		20,000
	Direct to Reserves - External Source		2,349		2,349
<b>6520 911 Equipment Total</b>		<b>118,086</b>	<b>22,349</b>		<b>140,435</b>
<b>6525 Works Equipment</b>	Opening Balance	2,020,294			2,020,294
	Transfer from Operating 3705 Water Distribution		486,308		486,308
	Transfer from Operating 2022 IT		14,339		14,339
	Transfer from Operating 2052 Property		64,585		64,585
	Transfer from Operating 4510 General Park Maintenance		377,000		377,000
	Transfer from Operating 2066 Sarnia Harbour		7,000		7,000
	Transfer from Operating 3005 PW Admin		59,834		59,834
	Transfer from Operating 3010 Street Maintenance Urban		292,183		292,183
	Transfer from Operating 3008 Road Maintenance Rural		114,547		114,547
	Transfer from Operating 3009 Street Maintenance Concrete		92,974		92,974
	Transfer from Operating 3011 Street Maintenance Winter		409,772		409,772
	Transfer from Operating 3015 Work Centre		77,298		77,298
	Transfer from Operating 3033 Engineering Design		15,235		15,235
	Transfer from Operating 3034 Engineering Traffic		15,235		15,235
	Transfer from Operating 3035 Engineering Development		48,345		48,345
	Transfer from Operating 3036 Engineering Construction		71,708		71,708
	Transfer from Operating 3600 Storm Sewer Maintenance		116,520		116,520
	Transfer from Operating 3880 Garbage Recycling		15,235		15,235
	Transfer from Operating 5020 Building Department		39,585		39,585
	Transfer from Operating 4511 Sports Field Maintenance		30,000		30,000
	Transfer from Operating 4515 Greenhouse		40,000		40,000
	Transfer from Operating 4551 Arboriculture		34,000		34,000
	Transfer from Operating 4600 Recreation Admin		3,000		3,000
	Transfer from Operating 4700 Arenas Admin		14,000		14,000
	Transfer from Operating 4705 Sarnia Arena		16,000		16,000
	Transfer from Operating 4708 Clearwater Arena		22,500		22,500
	Transfer from Operating 5005 Planning		1,000		1,000
	Transfer from Operating 3500 Sanitary Sewer Maintenance		246,822		246,822
	Transfer from Operating 3501 Pump Station Maintenance		135,729		135,729
	Transfer from Operating 3506 BG Lagoons		21,569		21,569
	Transfer from Operating 3505 WPCC		38,715		38,715
	Transfer from Operating 5035 By-Law Enforcement		52,000		52,000
	Transfer from Operating 4710 PASA		15,000		15,000
	Transfer from Operating 3507 Bio-Solids		28,903		28,903
	Transfer from Capital Projects - Capital Out of Rates			(145,460)	(145,460)
	Transfer to Operating 2490 Corporate Municipal One Time - 2018			(200,000)	(200,000)
	Transfer to Operating 3015 Work Centre - 2018			(447,451)	(447,451)
	Transfer to Operating 3005 PW Admin - 2018			(100,000)	(100,000)
	Direct from Reserves - Equipment (Fleet) Replacement - 2018			(1,627,000)	(1,627,000)
	Operating (Garage) - 2018			(1,400,000)	(1,400,000)
	Sale of Equipment		9,119		9,119
<b>6525 Works Equipment Total</b>		<b>2,020,294</b>	<b>3,026,060</b>	<b>(3,919,911)</b>	<b>1,126,444</b>
<b>6530 Emergency Measures Equipment</b>	Opening Balance	35,412			35,412
	Transfer from Operating 2780 Emergency Measures		6,000		6,000
	Expenditures from 2015 Donation			(9,606)	(9,606)
	Direct from Reserves - Siren # 8 Aamjiwnaang, City of Sarnia & St. Clair Township - 2018			(23,841)	(23,841)
<b>6530 Emergency Measures Equipment Total</b>		<b>35,412</b>	<b>6,000</b>	<b>(33,447)</b>	<b>7,965</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6535 Sewage Treatment Plant</b>	Opening Balance	576,233			576,233
	Direct to Reserves - Sewage Tickets		49,080		49,080
	Council Approved - WWTP Study			(25,642)	(25,642)
	Direct to Reserves - User Fees		60,150		60,150
	Capital - WPCU Upgrades - UV Changeout - 2018			(500,000)	(500,000)
<b>6535 Sewage Treatment Plant Total</b>		<b>576,233</b>	<b>109,230</b>	<b>(525,642)</b>	<b>159,821</b>
<b>6560 Library Facilities</b>	Opening Balance	7,797			7,797
	Transfer from Operating 4900 Sarnia Public Library		15,500		15,500
	Transfer from Operating 4901 Lawrence House		1,000		1,000
	Transfer from Operating 4903 Faithorne Library		1,000		1,000
<b>6560 Library Facilities Total</b>		<b>7,797</b>	<b>17,500</b>		<b>25,297</b>
<b>6565 Police Operating Contingency</b>	Opening Balance	515,149			515,149
	Transfer from Operating 2625 Police - Station		15,000		15,000
	Direct from Reserves - Police Major Crimes Expenditures - 2018			(60,000)	(60,000)
	Transfer from 6285 Police Sick Leave Reserve		33,000		33,000
<b>6565 Police Operating Contingency Total</b>		<b>515,149</b>	<b>48,000</b>	<b>(60,000)</b>	<b>503,149</b>
<b>6580 Tax Stabilization</b>	Opening Balance	1,926,585			1,926,585
	Transfer from Operating 1000 Taxation City		600,000		600,000
	Direct to Reserves - Tax Supplementals		300,000		300,000
	Direct from Reserves - Tax Appeals - 2018			(900,000)	(900,000)
<b>6580 Tax Stabilization Total</b>		<b>1,926,585</b>	<b>900,000</b>	<b>(900,000)</b>	<b>1,926,585</b>
<b>6581 Operating Contingency</b>	Opening Balance	3,089,340			3,089,340
	Transfer from Operating 2490 Corp Municipal		250,000		250,000
	Recycling Revenue Settlement		361,515		361,515
	HST Recovery		51,756		51,756
	HST Recovery Fee			(13,167)	(13,167)
<b>6581 Operating Contingency Total</b>		<b>3,089,340</b>	<b>650,104</b>		<b>3,739,444</b>
<b>6585 Tax Stabilization - Transit</b>	Opening Balance	175,504			175,504
	Transfer from Operating 1055 Taxation Transit Area		30,000		30,000
	Direct from Reserves - Tax Appeals - 2018			(30,000)	(30,000)
<b>6585 Tax Stabilization - Transit Total</b>		<b>175,504</b>	<b>30,000</b>	<b>(30,000)</b>	<b>175,504</b>
<b>6590 Sewer Rates Stabilization</b>	Opening Balance	295,206			295,206
<b>6590 Sewer Rates Stabilization Total</b>		<b>295,206</b>			<b>295,206</b>
<b>6595 Police Equipment</b>	Opening Balance	461,421			461,421
	Telephone System Replacement - 2016			(0)	(0)
	Transfer from Operating 2625 Police - Station		250,000		250,000
	Direct to Reserves - Sale of Vehicles		20,000		20,000
	Council Approved - Livescan Fingerprint Equipment			(42,912)	(42,912)
	Council Approved - Computer Fleet			(41,134)	(41,134)
	Council Approved - FARO 3D Scanner			(74,775)	(74,775)
	Direct from Reserves - Equipment (Fleet) Replacement - Police - 2018			(300,000)	(300,000)
	Direct from Reserves - Replacement of Criminal Intelligence Service Ontario Vehicle - 2018			(32,000)	(32,000)
	Emergency PO - Master Clock			(9,492)	(9,492)
	Emergency PO - Uninterrupted Power Supply			(6,256)	(6,256)
<b>6595 Police Equipment Total</b>		<b>461,421</b>	<b>270,000</b>	<b>(506,569)</b>	<b>224,852</b>
<b>6600 Fire Station</b>	Opening Balance	205,120			205,120
	Direct to Reserves - External Source		5,751		5,751
	Capital - New Colborne Road Fire Hall - 2017			(18,987)	(18,987)
	Capital - New Colborne Road Fire Hall - 2018			(184,000)	(184,000)
<b>6600 Fire Station Total</b>		<b>205,120</b>	<b>5,751</b>	<b>(202,987)</b>	<b>7,885</b>
<b>6610 Park/Rec Facilities</b>	Opening Balance	954,684			954,684
	Retired Debt		693,012		693,012
	Strangway Renovations - 2014			(3,012)	(3,012)
	Transfer from Operating 4510 General Park Maintenance		6,000		6,000
	Transfer from Operating 2490 Corporate Municipal		250,000		250,000
	Capital - Sports & Recreation - 2017			(148,962)	(148,962)
	Capital - Park Infrastructure - 2016			(70,950)	(70,950)
	Capital - Arena Improvements - 2016			(43,829)	(43,829)
	Capital - Errol Russell Park Revitalization - 2017			(249,999)	(249,999)
	Capital - Sarnia Arena Improvements - Canada 150 - 2017			(271,223)	(271,223)
	Capital - Sarnia Arena Improvements - Canada 150 - 2017 (Grant)			(367,415)	(367,415)
	Capital - Sarnia Arena Improvements - Canada 150 - 2017 (Donations)			(297,960)	(297,960)
	Capital - Sarnia Arena Improvements - Canada 150 (Grant Funding)		367,415		367,415
	Capital - Sarnia Arena Improvements - Canada 150 (Donations)		297,960		297,960
	Council Approved - Tall Ships 2019			(12,550)	(12,550)
	Capital - Sports & Recreation - 2018			(300,000)	(300,000)
	Capital - Park Infrastructure - 2018			(100,000)	(100,000)
	Capital - Arena Improvements - 2018			(500,000)	(500,000)
	Capital - Kinsmen Centre ESA Ph 2 & Demolition - 2018			(89,337)	(89,337)
	Council Approved - Errol Russel Park - 2018			(20,663)	(20,663)
<b>6610 Park/Rec Facilities Total</b>		<b>954,684</b>	<b>1,614,387</b>	<b>(2,475,899)</b>	<b>93,171</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6615 Capital Infrastructure</b>	Opening Balance	6,429,585			6,429,585
	Retired Debt		939,517		939,517
	Rehab of Various Structures (Bridges & Culverts) - 2012-14			(600,000)	(600,000)
	Cole Drain - 2014			(260,000)	(260,000)
	Rehab of Various Structures (Bridges & Culverts) - 2015			(94,572)	(94,572)
	Rural Roads Rehabilitation - 2015			(250,000)	(250,000)
	Improvements to Compost Site & MUB Signage 2013 - 2014			(16,048)	(16,048)
	Sports & Recreation - 2016 (Lochiel Kiwanis Roof Repairs)			(259,713)	(259,713)
	Transfer from Operating 2490 Corp Municipal		2,600,000		2,600,000
	Transfer from Operating 2490 Corp Municipal TMP		250,000		250,000
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2016			(500,000)	(500,000)
	Capital - Rural Roads Rehabilitation - 2017			(525,000)	(525,000)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2017			(848,369)	(848,369)
	Capital - Streetscapes at Various Locations - 2017			(215,060)	(215,060)
	Capital - Sarnia Sewer Upgrade Project - 2017			(1,000,000)	(1,000,000)
	Capital - Rural Roads Rehabilitation - 2016			(425,000)	(425,000)
	Road Resurfacing - 2015			(19,890)	(19,890)
	Capital - Donohue Bridge - 2018			(1,800,000)	(1,800,000)
	Capital - Road Resurfacing - 2018			(85,576)	(85,576)
	Capital - New Colborne Road Fire Hall - 2018			(66,000)	(66,000)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2018			(250,000)	(250,000)
	Capital - Rural Roads Rehabilitation - 2018			(300,000)	(300,000)
	Capital - Streetscapes at Various Locations - 2018			(125,000)	(125,000)
	Capital - TMP - Sidewalks and Bike lanes - 2018			(75,000)	(75,000)
	Capital - Shoreline Protection - 2018			(700,000)	(700,000)
	Capital - Shoreline Protection -2017			(500,000)	(500,000)
	Centennial Park - Remediation & Design			(70,977)	(70,977)
<b>6615 Capital Infrastructure Total</b>		<b>6,429,585</b>	<b>3,789,517</b>	<b>(8,986,205)</b>	<b>1,232,897</b>
<b>6616 Capital Infrastructure - Sewer</b>	Opening Balance	7,340,521			7,340,521
	Retired Debt		987,968		987,968
	Upgrade Infastr Design Standards - 2012			(14,566)	(14,566)
	Pumping Station Improvements 2010 - 2014			(145,329)	(145,329)
	Infrastructure Assessment - 2016			(37,138)	(37,138)
	Transfer from Operating 3600 Storm Sewer Maintenance		75,000		75,000
	Transfer from Operating 3500 Sanitary Sewer Maintenance		3,829,311		3,829,311
	Capital - Sarnia Sewer Upgrade Project - 2015			(8,456)	(8,456)
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project		15,906,290		15,906,290
	Capital - Improvements to WPCC - 2017			(190,690)	(190,690)
	Capital - Sarnia Sewer Upgrade Project - 2017			(3,000,000)	(3,000,000)
	Capital - Pumping Station Improvements - 2017			(400,000)	(400,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2017			(1,092,594)	(1,092,594)
	Capital - Talfourd, Devine and Side Streets Separation - 2016			(1,020,147)	(1,020,147)
	Capital - Sarnia Sewer Upgrade Project - 2017 (Grant)			(8,000,000)	(8,000,000)
	Transfer from Capital - Capital Out of Rates (GIS Application)			(17,703)	(17,703)
	Capital - Sarnia Sewer Upgrade Project - 2017 (Grant - OMAFRA)			(65,915)	(65,915)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2018			(1,150,000)	(1,150,000)
	Capital - Infrastructure Assessment - 2018			(75,000)	(75,000)
	Capital - WPCC Upgrades - UV Changeout - 2018			(370,000)	(370,000)
	Capital - Talfourd, Devine and Side Streets Separation - 2018			(150,000)	(150,000)
	Capital - Sarnia Sewer Upgrade Project - 2018			(1,500,000)	(1,500,000)
	Capital - Pumping Station Improvements - 2018			(400,000)	(400,000)
	Capital - Improvements to WPCC - 2018			(180,000)	(180,000)
	Direct from Reserves - Water & Wastewater Long Term Financial Plan Update - 2018			(8,500)	(8,500)
	External Source - Hauled Sewage		102,887		102,887
	Capital - Sarnia Sewer Upgrade Project - 2015 (Grant)			(4,906,290)	(4,906,290)
	Capital - Sarnia Sewer Upgrade Project - 2018 (Grant)			(3,000,000)	(3,000,000)
	Reserve Transfer - from 6618 to Close Reserve		301,410		301,410
<b>6616 Capital Infrastructure - Sewer Total</b>		<b>7,340,521</b>	<b>21,202,867</b>	<b>(25,732,328)</b>	<b>2,811,060</b>
<b>6617 Capital Infrastructure - Water</b>	Opening Balance	5,364,314			5,364,314
	Upgrade Infastr Design Standards - 2012			(14,566)	(14,566)
	Water meter Replacement Project - 2015			(119,385)	(119,385)
	Transfer from Operating 3700 Water Admin		634,167		634,167
	Transfer from Operating 3705 Water Distribution		3,227,229		3,227,229
	Transfer from Operating 3700 OCWA		31,011		31,011
	Transfer from Operating 3700 LAWSS		506,480		506,480
	Capital - Talfourd, Devine and Side Streets Separation		555,116		555,116
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various 2017			(1,092,594)	(1,092,594)
	Capital - Talfourd, Devine and Side Streets Separation - 2017			(2,150,000)	(2,150,000)
	Capital - Infrastructure Assessment - 2017			(200,000)	(200,000)
	Capital - Water meter Replacement Project - 2017			(150,000)	(150,000)
	Capital - Water meter Replacement Project - 2016			(150,000)	(150,000)
	Capital - Talfourd, Devine and Side Streets Separation - 2017 (grant)			(555,116)	(555,116)
	Transfer from Capital - Capital Out of Rates (GIS Application)			(17,703)	(17,703)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2018			(1,085,000)	(1,085,000)
	Capital - WPCC Upgrades - UV Changeout - 2018			(315,000)	(315,000)
	Capital - Corrosion Protection Plan - 2018			(300,000)	(300,000)
	Capital - Talfourd, Devine and Side Streets Separation - 2018			(2,000,000)	(2,000,000)
	Direct from Reserves - Water & Wastewater Long Term Financial Plan Update - 2018			(8,500)	(8,500)
	Capital - Stormwater Management Facilities - 2018			(100,000)	(100,000)
<b>6617 Capital Infrastructure - Water Total</b>		<b>5,364,314</b>	<b>4,954,003</b>	<b>(8,257,864)</b>	<b>2,060,453</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2018**

Reserve	Description	Opening Balance January 2018	Total Revenue	Total Spent / Committed	Forecasted Balance December 2018
<b>6618 Storm Sewer Infrastructure</b>	Opening Balance	401,410			401,410
	Capital - Stormwater Management Facilities - 2018			(100,000)	(100,000)
	Reserve Transfer - Close reserve to 6616 Sewer Infrastructure			(301,410)	(301,410)
<b>6618 Storm Sewer Infrastructure Total</b>		<b>401,410</b>		<b>(401,410)</b>	<b>0</b>
<b>6619 Municipal Drain Rehabilitation</b>	Opening Balance	426,188			426,188
	Expenditures			(219)	(219)
	Transfer from Operating 3040 Municipal Drains		200,000		200,000
	Council Approved - Woods Drain - 2018			(64,871)	(64,871)
	Council Approved - Griffin Drain Improvements - 2018			(30,000)	(30,000)
<b>6619 Municipal Drain Rehabilitation Total</b>		<b>426,188</b>	<b>200,000</b>	<b>(95,090)</b>	<b>531,098</b>
<b>6635 Seaway Kiwanis Campus</b>	Opening Balance	50,174			50,174
	Direct to Reserves - External Source		12,145		12,145
	Direct from Reserves - Kiwanis Pavilion Expenditures - 2018			(15,000)	(15,000)
<b>6635 Seaway Kiwanis Campus Total</b>		<b>50,174</b>	<b>12,145</b>	<b>(15,000)</b>	<b>47,319</b>
<b>6640 Accessibility</b>	Opening Balance	211,754			211,754
	Accessibility Initiatives - 2016			(99,389)	(99,389)
	Transfer from Operating 2490 Corporate Municipal		100,000		100,000
	Capital - Sarnia Library Renovations & Accessibility Upgrades - 2018			(63,755)	(63,755)
	Council Approved - Errol Russel Park - 2018			(55,000)	(55,000)
<b>6640 Accessibility Total</b>		<b>211,754</b>	<b>100,000</b>	<b>(218,144)</b>	<b>93,610</b>
<b>6650 Suncor Agora Capital</b>	Opening Balance	231,657			231,657
	Council Approved - Suncor Agora Improvements 2017 - 2029			(231,657)	(231,657)
<b>6650 Suncor Agora Capital Total</b>		<b>231,657</b>		<b>(231,657)</b>	<b>-</b>
<b>Forecasted Balance December 2018</b>		<b>63,341,506</b>	<b>53,622,433</b>	<b>(78,161,108)</b>	<b>38,802,831</b>

**Reserve and Reserve Fund Adequacy Indicators**

<b>Measure</b>	<b>2018</b>	<b>2019</b>	<b>Indicator/Target</b>
General Tax Discretionary Reserves divided by General Property Tax Revenue (excluding Police)	35.6%	38.1%	>50% is an indicator of financial stability
Police Tax Discretionary Reserves divided by Police Property Tax Revenue	4.5%	2.3%	>50% is an indicator of financial stability
Transit Tax Discretionary Reserves divided by Transit Property Tax Revenue	14.8%	19.9%	>50% is an indicator of financial stability
Combined Tax Discretionary Reserves divided by Property Tax Revenue	25.0%	26.2%	>50% is an indicator of financial stability
Water Reserves divided by Water Own-Source Revenue	16.0%	22.1%	>50% is an indicator of financial stability
Sewer Reserves divided by Sewer Own-Source Revenue	18.3%	18.8%	>50% is an indicator of financial stability
Debt (excluding DC funded debt) to Reserves (excluding obligatory reserves) Ratio	0.14	0.11	< 1 is indicator of financial prudence
General Tax Supported Stabilization/Contingency Reserves & Reserve Funds (excluding Police)	7.7%	7.7%	5-10% of gross expenditures
Police Tax Supported Stabilization/Contingency Reserves & Reserve Funds	2.0%	1.2%	5-10% of gross expenditures
Transit Tax Supported Stabilization Reserves & Reserve Funds	2.8%	2.7%	5-10% of gross expenditures
Combined Tax Supported Stabilization Reserves & Reserve Funds	2.0%	1.9%	5-10% of gross expenditures
Water Rate Supported Stabilization Reserves & Reserve Funds	3.1%	3.0%	5-10% of gross expenditures
Wastewater Rate Supported Stabilization Reserves & Reserve Funds	1.7%	1.6%	5-10% of gross expenditures
Rate Supported Stabilization Reserves & Reserve Funds	2.3%	2.2%	5-10% of gross expenditures
Facilities/Building Reserves for Asset Management	0.4%	0.4%	2-3% of replacement costs
Water/Sewer Reserves for Asset Management	0.6%	0.8%	1-2% of replacement costs
Vehicle/Equipment Reserves for Asset Management	not yet assessed	not yet assessed	10% of replacement costs
All Other Assets Reserves for Asset Management	0.6%	0.8%	2-3% of replacement costs
Employee Future Benefits	0	0	\$2,194,600 = 2 x the estimated annual benefit payments (1,097,300) from the most recent audited financial statements