

**THE CORPORATION
OF THE
CITY OF SARNIA**



**DRAFT
CAPITAL AND RESERVES
BUDGETS
2020 - 2021**

**THE CORPORATION OF THE
CITY OF SARNIA**

**2020-2021 DRAFT
CAPITAL AND RESERVES
BUDGETS**

INDEX

	PAGE
2020 Draft 10-Year Capital Plan	1
2020 Draft Capital Budget - Funding Sources	3
2021 Draft Capital Budget - Funding Sources	5
2020 Capital Project Detail – Department Requests.....	7
Reserve and Reserve Fund Summary	81
2020 Draft 10-Year Reserves Plan	84
2020 Dedicated Reserve and Reserve Fund Revenue and Expenditures	104
2020 Draft Reserve and Reserve Fund Budget.....	105
2021 Draft Reserve and Reserve Fund Budget.....	112
2020 Reserve and Reserve Fund Expenditures - Department Requests	119
2020 Draft Equipment Replacement List	129
2021 Draft Equipment Replacement List	130
Forecasted Reserve and Reserve Fund Balances - December 31, 2019.....	131
Reserve and Reserve Fund Adequacy Indicators	139

CITY OF SARNIA - 2020 DRAFT 10-YEAR CAPITAL PLAN

Category	Department	Project Name	Year										Grand Total	
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		
General Government	Finance	Capital Project Management and Tangible Capital Asset Software	120,000											120,000
		Energy Efficiency	325,000	320,000	325,000	325,000	315,000	315,000	330,000	315,000	325,000	370,000	3,265,000	
	Finance Total	445,000	320,000	325,000	325,000	315,000	315,000	330,000	315,000	325,000	370,000	3,385,000		
	Human Resources	AODA and Intersection Improvements	375,000	375,000	375,000									1,125,000
		City Hall AODA Improvements		100,000										100,000
		Fire Station 1 AODA Improvements	130,000											130,000
		Lawrence House AODA Improvements	240,000											240,000
	Human Resources Total	745,000	475,000	375,000									1,595,000	
	Information Technology	IT Hardware Asset Lifecycle	165,000	165,000	365,000	220,000	240,000	260,000	260,000	260,000	260,000	260,000	260,000	2,455,000
	Information Technology Total	165,000	165,000	365,000	220,000	240,000	260,000	260,000	260,000	260,000	260,000	260,000	2,455,000	
	Parks and Recreation	Arena Improvements	1,000,000	1,600,000	1,000,000	790,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,390,000
		Park Infrastructure	915,000	267,500	267,500	267,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,917,500
		Sport and Recreation	1,190,000	950,000	4,040,000	950,000	950,000	2,650,000	1,740,000	950,000	950,000	950,000	950,000	15,320,000
	Parks and Recreation Total	3,105,000	2,817,500	5,307,500	2,007,500	2,150,000	3,850,000	2,940,000	2,150,000	2,150,000	2,150,000	2,150,000	28,627,500	
	Fire Services	Bunker Gear Replacement					420,000					425,000		845,000
		Command Vehicle Replacements					130,000							130,000
		Emergency Fire Apparatus	900,000											900,000
		Engine Replacements							900,000	925,000		925,000		2,750,000
		Fire Station 1 - Rehabilitation & Expansion			875,000									875,000
		Fire Station 3 - Design, Demolition, Construction	100,000	1,090,000	2,160,000									3,350,000
		Fire Station 4 - Rehabilitation	185,000											185,000
		Firefighter Personal Protective Equipment (PPE)		710,000										710,000
		Ladder Truck Replacements		1,500,000			900,000							2,400,000
		Marine Vessel Replacements						160,000						160,000
		Pumper-Tanker Replacements				800,000								800,000
		Radio System & User Gear	100,000	650,000										750,000
		Station Paving						550,000						550,000
Fire Services Total	1,285,000	3,950,000	3,035,000	1,350,000	900,000	710,000	900,000	925,000	425,000	925,000	925,000	14,405,000		
Customer Service	Corporate Customer Relationship Management System	50,000	250,000										300,000	
Customer Service Total	50,000	250,000										300,000		
Property	120 Seaway Road Building Improvements	84,000	80,000	86,000	78,000								328,000	
	City Hall Improvements	395,000	250,000	270,000	275,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,790,000	
	Ferry Dock Hill Demolition	300,000											300,000	
	Library Improvements	230,000	250,000	250,000	250,000								980,000	
	Lochiel Kiwanis Centre Improvements	81,000	120,000	120,000	120,000	120,000							561,000	
Property Total	1,090,000	700,000	726,000	723,000	220,000	100,000	100,000	100,000	100,000	100,000	100,000	3,959,000		

CITY OF SARNIA - 2020 DRAFT 10-YEAR CAPITAL PLAN

Category	Department	Project Name	Year										Grand Total		
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029			
General Government	Engineering	Active Transportation Infrastructure - Confederation Trail	1,170,000											1,170,000	
		Bridges & Culverts	1,900,000	1,500,000	1,500,000	1,000,000	1,000,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	12,400,000	
		Oversized Load Corridor	900,000	2,915,000	2,300,000	2,600,000									8,715,000
		Parking Lot Reconstruction - Vendome	325,000												325,000
		Public Works Facilites Improvements	550,000	500,000	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
		Rapids Parkway Road Extension	300,000	5,500,000											5,800,000
		Road Rehabilitation	3,000,000	3,100,000	3,200,000	3,700,000	4,000,000	4,100,000	4,200,000	4,300,000	4,400,000	4,500,000	4,500,000	4,500,000	38,500,000
		Shoreline Protection	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,000,000
		Software - Computerized Maintenance Management System	900,000												900,000
		Soil Management Site	100,000												100,000
		Streetlights	100,000	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
		Traffic Signals	100,000	100,000	100,000	150,000	150,000	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,550,000
		Transportation Master Plan & Streetscape Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
		Engineering Total			11,645,000	16,015,000	9,900,000	10,150,000	7,850,000	8,050,000	8,200,000	8,300,000	8,400,000	8,500,000	97,010,000
Fleet	Showmobile	150,000											150,000		
Fleet Total			150,000										150,000		
Clerks	Electronic Documents and Records Management System	130,000	100,000	100,000	100,000								430,000		
Clerks Total			130,000	100,000	100,000	100,000							430,000		
Emergency Management	Petro-Chemical Area Projects	150,000	1,000,000	150,000	150,000	1,150,000	150,000	150,000	150,000	150,000	150,000	150,000	3,350,000		
Emergency Management Total			150,000	1,000,000	150,000	150,000	1,150,000	150,000	150,000	150,000	150,000	150,000	3,350,000		
General Government Total			18,960,000	25,792,500	20,283,500	15,025,500	12,825,000	13,435,000	12,880,000	12,200,000	11,810,000	12,455,000	155,666,500		
Transit	Engineering	Bus Fleet Upgrades		350,000									350,000		
		Facility Renovations	400,000		1,050,000			350,000	500,000					2,300,000	
		Maintenance Equipment Upgrades/Replacements	15,000	300,000	350,000	300,000								965,000	
		Transit Bus Stop Improvements	150,000	150,000	150,000	150,000	150,000	150,000	150,000	95,000	95,000	100,000	100,000	1,340,000	
		Vehicle Replacements - Care-A-Van	160,000					160,000					160,000	480,000	
		Vehicle Replacements - Conventional Transit	1,300,000	1,300,000	1,300,000	1,950,000	1,300,000	1,180,000	1,340,000	1,300,000	1,300,000	1,300,000	760,000	13,030,000	
Engineering Total			2,025,000	2,100,000	2,850,000	2,400,000	1,450,000	1,840,000	1,990,000	1,395,000	1,395,000	1,020,000	18,465,000		
Transit Total			2,025,000	2,100,000	2,850,000	2,400,000	1,450,000	1,840,000	1,990,000	1,395,000	1,395,000	1,020,000	18,465,000		
Water & Sewer	Engineering	Biosolids Processing Upgrades	1,600,000	2,300,000										3,900,000	
		Combined Sewer Separation	2,200,000	1,600,000	4,150,000	4,850,000	5,150,000	5,250,000	5,150,000	5,150,000	5,150,000	5,150,000	5,150,000	43,800,000	
		Corrosion Protection Plan		600,000	1,200,000	1,200,000									3,000,000
		Plank Road Reconstruction	400,000	3,465,000	3,735,000										7,600,000
		Pumping Station Improvements	1,200,000	500,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,450,000	
		Sarnia Sewer Upgrade Project	10,500,000	6,000,000											16,500,000
		Stormwater Management Facilities Rehabilitation	200,000	100,000	750,000	500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,750,000
		Water Meters			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,200,000
		Water Pollution Control Centre Improvements	500,000	500,000	750,000	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	8,750,000
		Watermain, Sanitary, and Storm Sewer Replacements	7,640,000	5,800,000	4,050,000	4,350,000	5,550,000	5,750,000	6,150,000	6,150,000	6,150,000	6,150,000	5,150,000	5,150,000	56,740,000
Engineering Total			24,240,000	20,865,000	15,535,000	13,050,000	13,050,000	13,350,000	13,650,000	13,650,000	13,650,000	12,650,000	12,650,000	153,690,000	
Water & Sewer Total			24,240,000	20,865,000	15,535,000	13,050,000	13,050,000	13,350,000	13,650,000	13,650,000	13,650,000	12,650,000	12,650,000	153,690,000	
Police	Police Services	911 Communication	405,000	150,000										2,240,000	
		Building Improvements	100,000	100,000		500,000								700,000	
	Police Services Total			505,000	250,000		500,000							2,240,000	
Police Total			505,000	250,000		500,000							2,240,000		
Grand Total			45,730,000	49,007,500	38,668,500	30,975,500	27,325,000	28,625,000	28,520,000	27,245,000	26,855,000	28,365,000	331,316,500		

2020 DRAFT CAPITAL BUDGET - FUNDING SOURCES

	6005	6015	6020	6025	6045	6060	6200	6365	6470	6480	6485
	Parkland Dedication	Dvlpmt. Charges	Provincial Gas Tax	Federal Gas Tax	OCIF	Disaster Mitigation Fund	Capital Reserve	Sarnia Harbour	Care-A-Van - Vehicle	Transit Bldg.	Energy Mgmt.
General Government											
Capital Project Management and Tangible Capital Asset Software							120,000				
Energy Efficiency											325,000
AODA and Intersection Improvements											
Fire Station 1 AODA Improvements							130,000				
Lawrence House AODA Improvements				240,000							
IT Hardward Asset Lifecycle											
Arena Improvements											
Park Infrastructure	25,000	60,000					265,000				
Sport and Recreation		62,500					1,077,500				
Emergency Fire Apparatus							900,000				
Fire Station 3 - Design, Demolition, Construction											
Fire Station 4 - Rehabilitation							185,000				
Radio System & User Gear											
Corporate Customer Relationship Management System							50,000				
120 Seaway Road Building Improvements								84,000			
City Hall Improvements							395,000				
Ferry Dock Hill Demolition							300,000				
Library Improvements				230,000							
Lochiel Kiwanis Centre Improvements							81,000				
Active Transportation Infrastructure - Confederation Trail		312,039									
Bridges & Culverts				1,900,000							
Oversized Load Corridor							900,000				
Parking Lot Reconstruction - Vendom											
Public Works Facilites Improvements							200,000				
Rapids Parkway Road		265,000									
Road Rehabilitation					2,949,359						
Shoreline Protection				1,000,000							
Software - Computerized Maintenance Management System											
Soil Management Site											
Streetlights											
Traffic Signals											
Transportation Master Plan & Streetscape Improvements											
Showmobile							65,000				
Electronic Documents and Records Management System							130,000				
Petro-Chemical Area Projects											
Transit											
Facility Renovations										108,000	
Maintenance Equipment Upgrades/Replacements										4,050	
Transit Bus Stop Improvements			40,500								
Vehicle Replacements - Care-A-Van									43,200		
Vehicle Replacements - Conventional Transit			351,000								
Water & Sewer											
Biosolids Processing Upgrades		800,000									
Combined Sewer Separation						800,000					
Plank Road Reconstruction											
Pumping Station Improvements											
Sarnia Sewer Upgrade Project		8,242,500									
Stormwater Management Facilities Rehabilitation											
Water Pollution Control				500,000							
Watermain, Sanitary, and Storm Sewer Replacements		440,000									
Police											
911 Communication											
Building Improvements											
Grand Total	25,000	10,182,039	391,500	3,870,000	2,949,359	800,000	4,798,500	84,000	43,200	112,050	325,000

2020 DRAFT CAPITAL BUDGET - FUNDING SOURCES

6490	6510	6515	6520	6600	6610	6615	6616	6617	6625	6650	Potential Grants/ Subsidies/ Donations	Grand Total
Computer Equip. Rpl.	Fire Equip.	Police Bldg.	911 Equip.	Fire Station	Park/Rec Facilities	Capital Infra.	Capital Infra. - Sewer	Capital Infra. - Water	Petro-Chemical Area Levy	Suncor Agora Capital		
												120,000
												325,000
						100,013					274,987	375,000
												130,000
												240,000
165,000												165,000
					1,000,000							1,000,000
										80,000	485,000	915,000
											50,000	1,190,000
												900,000
				100,000								100,000
												185,000
	100,000											100,000
												50,000
												84,000
												395,000
												300,000
												230,000
												81,000
											857,961	1,170,000
												1,900,000
												900,000
						325,000						325,000
							175,000	175,000				550,000
						35,000						300,000
						50,641						3,000,000
						1,000,000						2,000,000
							200,000	200,000			500,000	900,000
						100,000						100,000
						100,000						100,000
						100,000						100,000
						300,000						300,000
											85,000	150,000
												130,000
									150,000			150,000
											292,000	400,000
											10,950	15,000
											109,500	150,000
											116,800	160,000
											949,000	1,300,000
							800,000					1,600,000
						400,000	850,000	150,000				2,200,000
						42,000		150,000			208,000	400,000
							1,200,000					1,200,000
							2,257,500					10,500,000
							200,000					200,000
												500,000
						300,000	1,600,000	5,300,000				7,640,000
			405,000									405,000
		100,000										100,000
165,000	100,000	100,000	405,000	100,000	1,000,000	2,852,654	7,282,500	5,975,000	150,000	80,000	3,939,198	45,730,000

2021 DRAFT CAPITAL BUDGET - FUNDING SOURCES

	6015	6020	6025	6045	6060	6200	6365	6430	6480	6485	6490
	Dvlpmt. Charges	Provincial Gas Tax	Federal Gas Tax	OCIF	Disaster Mitigation Fund	Capital Reserve	Sarnia Harbour	Transit - Vehicle	Transit Bldg.	Energy Mgmt.	Computer Equip. Rpl.
General Government											
Energy Efficiency										320,000	
AODA and Intersection Improvements											
City Hall AODA Improvements											
IT Hardware Asset Lifecycle											165,000
Arena Improvements											
Park Infrastructure	90,000										
Sport and Recreation	72,000					803,000					
Fire Station 3 - Design, Demolition, Construction											
Firefighter Personal Protective Equipment (PPE)											
Ladder Truck Replacements											
Radio System & User Gear											
Corporate Customer Relationship Management System						250,000					
120 Seaway Road Building Improvements							80,000				
City Hall Improvements						250,000					
Library Improvements			250,000								
Lochiel Kiwanis Centre Improvements						120,000					
Bridges & Culverts			1,500,000								
Oversized Load Corridor						2,915,000					
Public Works Facilities Improvements						100,000					
Rapids Parkway Road Extension	3,849,492										
Road Rehabilitation				2,506,955							
Shoreline Protection			1,000,000								
Streetlights											
Traffic Signals											
Transportation Master Plan & Streetscape Improvements											
Electronic Documents and Records Management System						100,000					
Petro-Chemical Area Projects											
Transit											
Bus Fleet Upgrades								94,500			
Maintenance Equipment Upgrades/Replacements									81,000		
Transit Bus Stop Improvements		40,500									
Vehicle Replacements - Conventional Transit		351,000									
Water & Sewer											
Biosolids Processing Upgrades	1,150,000										
Combined Sewer Separation				600,000							
Corrosion Protection Plan											
Plank Road Reconstruction											
Pumping Station Improvements											
Sarnia Sewer Upgrade Project											
Stormwater Management Facilities Rehabilitation											
Water Pollution Control Centre Improvements											
Watermain, Sanitary, and Storm Sewer Replacements											
Police											
911 Communication											
Building Improvements											
Grand Total	5,161,492	391,500	2,750,000	2,506,955	600,000	4,538,000	80,000	94,500	81,000	320,000	165,000

2021 DRAFT CAPITAL BUDGET - FUNDING SOURCES

6510	6515	6520	6600	6610	6615	6616	6617	6625	6640	Potential Grants/ Subsidies/ Donations	External Contr. - Deposits	
Fire Equip.	Police Bldg.	911 Equip.	Fire Station	Park/Rec Facilities	Capital Infra.	Capital Infra. - Sewer	Capital Infra. - Water	Petro-Chemical Area Levy	Accessibility			
												320,000
					100,013					274,987		375,000
									100,000			100,000
												165,000
				1,600,000								1,600,000
				177,500								267,500
										75,000		950,000
			1,090,000									1,090,000
710,000												710,000
1,500,000												1,500,000
650,000												650,000
												250,000
												80,000
												250,000
												250,000
												120,000
												1,500,000
												2,915,000
						200,000	200,000					500,000
					428,215	378,508	67,000				776,785	5,500,000
					593,045							3,100,000
					1,000,000							2,000,000
					100,000							100,000
					100,000							100,000
					300,000							300,000
												100,000
								1,000,000				1,000,000
										255,500		350,000
										219,000		300,000
										109,500		150,000
										949,000		1,300,000
						1,150,000						2,300,000
					300,000	500,000	200,000					1,600,000
							600,000					600,000
					250,000		1,225,000			1,990,000		3,465,000
						500,000						500,000
						6,000,000						6,000,000
						100,000						100,000
						500,000						500,000
						1,500,000	4,300,000					5,800,000
		150,000										150,000
	100,000											100,000
2,860,000	100,000	150,000	1,090,000	1,777,500	3,171,273	10,828,508	6,592,000	1,000,000	100,000	3,872,987	776,785	49,007,500

Year 2020
Category General Government
Department Finance

Capital Project	6200 Capital Reserve	6485 Energy Management	Total
Capital Project Management and Tangible Capital Asset Software	120,000		120,000
Energy Efficiency		325,000	325,000
Total	120,000	325,000	445,000

2020 Capital Project Request

Capital Project Name	Department
Capital Project Management and Tangible Capital Asset Software	Finance

Project Manager	Start Date	Completion Date	Project Classification
Manager, Accounting and Budgeting	Spring 2020	Late Spring 2020	Service Improvement

Project Description, Justification, & Impact on Operating

This project involves the acquisition, implementation, and training for two integrated software applications for the accounting and reporting of the City's capital activities. The City currently accounts for close to \$900 million of tangible capital assets and over \$350 million of accumulated amortization in Microsoft excel. The City undertakes over \$30 million of capital projects annually without the ability to budget, monitor, and report on the capital activity.

The current processes are heavily manual and rely on coding within excel for additions, disposals, amortization calculations, and reporting for financial statement and Financial Information Return purposes. The two applications will allow for all historical data to be imported into a proper tangible capital asset (TCA) system, which will allow for amortization calculations to be performed by the system and reporting directly from the system.

The Capital Project Management component is the exciting part because it will allow for detailed project budgeting, ongoing monitoring against the budget, and periodic and final reporting on the project results. The City currently is unable to provide any meaningful project reporting on a timely basis. The Capital Project Management application will import data from the City's general ledger and will in turn export capital data to the TCA application.

Assessment

Condition – The City's current data resides in Microsoft excel, in large, complex and highly manual spreadsheets. The capital project data resides in the City's general ledger, which does not allow for proper budgeting and reporting.

Risk Level – The use of excel for capital asset tracking and reporting comes with all of the inherent risks associated with user-developed applications such as formula errors, risk of data loss, lack of change controls, documentation and reliance on the user's knowledge. The lack of a proper capital project management tool results in difficulty monitoring project activity and results.

Criticality – The City has a significant volume and historical dollar value of assets and it is no longer possible to manage this volume outside of a proper accounting, budgeting and reporting system. The manual work involved in maintaining the current process means that other more value-added work such as capital project reporting cannot be completed.

Financial – An error in the excel files could result in a material error in the City's financial statements. Lack of Capital Project monitoring, especially for the City's large multi-year projects could result in cost overruns not being identified on a timely basis.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Capital Project Management Application	30,000					30,000
Tangible Capital Asset Application	90,000					90,000
						-
						-
Total Project Cost	120,000	-	-	-	-	120,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	120,000	-	-	-	-	120,000
Funding Sources						
Reserves/Reserve Funds	120,000					120,000
Potential Grants/Donations						-
Other						-
Total Funded	120,000	-	-	-	-	120,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Energy Efficiency	Finance

Project Manager	Start Date	Completion Date	Project Classification
Purchasing Manager	January 2020	December 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Input has been received from the operations teams regarding projects that align with the scope of energy conservation. The following projects are currently identified for 2020:

- Lighting replacements – Progressive Auto Sales Arena
- Carbon Study – Chris Hadfield Airport
- Pre-Engineering – Secondary Boiler City Hall
- Lighting replacements – Sarnia Arena
- Ball Diamond Lighting – Clearwater Community Centre Field
- Energy Monitoring System – Sarnia Arena

Additional projects may be added if funds are available.

Assessment

As part of the Energy Conservation and Demand Management Plan (2019) continued efforts to reduce the energy usage of facilities are identified to mitigate costs and reduce greenhouse gas emissions.

The lighting replacements planned are to reduce the maintenance and utility costs for the facilities. The lighting at three locations are at end of expected life cycle and due for replacement.

The carbon study for the airport operation is anticipated to outline the steps for the location to reduce greenhouse gas emissions to move towards a carbon neutral operation.

The secondary boiler for City Hall is needed to ensure function of the heating system and increase efficiency.

2020 Capital Project Request

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Progressive Auto Sales Arena - Lighting Replacement	60,000					60,000
Sarnia Chris Hadfield Airport - Carbon Study	10,000					10,000
City Hall - Pre-Engineering of Secondary Boiler	15,000					15,000
Sarnia Arena - Lighting Replacement	15,000					15,000
Clearwater Community Centre - Ball Diamond Lighting	175,000					175,000
Sarnia Arena - Energy Monitoring System	50,000					50,000
Sarnia Arena - Cooling Tower		65,000				65,000
WPCC - Bio-Solids Kiln, BG Lagoons - Aeration Reduction		100,000				100,000
City Hall - Secondary Boiler		60,000				60,000
PASA - Cold Water Resurfacing System		85,000				85,000
Germain Park - Light Poles		10,000				10,000
See 10-Year Plan for breakdown			325,000	325,000	315,000	965,000
Total Project Cost	325,000	320,000	325,000	325,000	315,000	1,610,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	325,000	320,000	325,000	325,000	315,000	1,610,000
Funding Sources						
Reserves/Reserve Funds	325,000	320,000	325,000	325,000	315,000	1,610,000
Potential Grants/Donations						-
Other						-
Total Funded	325,000	320,000	325,000	325,000	315,000	1,610,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Human Resources

Capital Project	6025 Federal Gas Tax	6200 Capital Reserve	6615 Capital Infrastructure	Potential Grants/ Subsidies/ Donations	Total
AODA and Intersection Improvements			100,013	274,987	375,000
Fire Station 1 AODA Improvements		130,000			130,000
Lawrence House AODA Improvements	240,000				240,000
Grand Total	240,000	130,000	100,013	274,987	745,000

2020 Capital Project Request

Capital Project Name	Department
AODA and Intersection Improvements	Human Resources

Project Manager	Start Date	Completion Date	Project Classification
Training & Accessibility Coordinator	January 1, 2020	December 31, 2022	Service Improvement

Project Description, Justification, & Impact on Operating

As part of the AODA, the City of Sarnia is mandated to add accessible audible signals at pedestrian crossings. An application has been submitted for the Investing in Canada Infrastructure Program that would cover the majority of the cost of these replacements. However, if the grant is not approved, the City would install these audible signals using our own funding over a longer time period starting with a priority list developed through the CNIB, White Cane Society and SAAC.

Assessment

Condition – These are required based on new or replacement of the signals but has been expressed by people with disabilities in Sarnia as a need.

Risk Level – Low risk level but a plan needs to be in place to add these signals over the long term to priority areas.

Criticality – This is part of the AODA requirements.

Financial – Depends on each intersection.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Installation of Accessible Pedestrian Signals	375,000	375,000	375,000			1,125,000
						-
						-
						-
						-
						-
Total Project Cost	375,000	375,000	375,000	-	-	1,125,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	375,000	375,000	375,000	-	-	1,125,000
Funding Sources						
Reserves/Reserve Funds	100,013	100,013	100,013			300,039
Potential Grants/Donations	274,987	274,987	274,987			824,961
Other						-
Total Funded	375,000	375,000	375,000	-	-	1,125,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Fire Station 1 AODA Improvements	Human Resources

Project Manager	Start Date	Completion Date	Project Classification
Training & Accessibility Coordinator	January 1, 2020	December 31, 2020	Service Improvement

Project Description, Justification, & Impact on Operating

Fire Station 1 (East Street) currently hosts many visitors from local schools/camps to learn about fire safety; however, there is no accessible washroom in place for children/youth with disabilities that require one. This could potentially eliminate some students from attending school events at the station.

Aligns with City of Sarnia Accessibility Policy and Strategic Priority 2.3 – Continue on the Path of Accessibility. This project is supported by the Sarnia Accessibility Advisory Committee.

The second floor female washroom will assist the City of Sarnia in become an inclusive workforce. We are promoting ourselves as an equal opportunity employer and seeking female firefighters; however, we do not have the infrastructure in place to be truly inclusive and support the dignity of our female firefighters.

Assessment

Condition – There is currently a washroom on the main floor that could be converted into an accessible washroom that aligns with the garage. The second floor also has a washroom that could be converted into a female washroom.

Risk level – Not adding the accessible washroom prevents some children from participating in educational programming at the fire hall. Not adding the female washroom opens the City of Sarnia up to Human Rights complaints for not supplying facilities that respect our female firefighters.

Critical – consequences are critical to support visitors and staff.

Financial – no ongoing operational costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Design of both washrooms	20,000					20,000
Labour costs	100,000					100,000
Contingency	10,000					10,000
						-
						-
						-
						-
Total Project Cost	130,000	-	-	-	-	130,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	130,000	-	-	-	-	130,000
Funding Sources						
Reserves/Reserve Funds	130,000					130,000
Potential Grants/Donations						-
Other						-
Total Funded	130,000	-	-	-	-	130,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Lawrence House AODA Improvements	Human Resources

Project Manager	Start Date	Completion Date	Project Classification
Training & Accessibility Co-Ordinator	January 1, 2020	December 31, 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The current Lawrence House ramp allows for access into the basement of the art gallery and allows patrons to use the elevator to upper floors. Currently, the ramp is not within Design of Public Space Standards and is causing issues due to water overflowing from the ramp into the Lawrence House. Furthermore, the current drain flows into private property, causing overflow issues. Therefore, the drain will need to be diverted to a public drain raising the cost of the project.

Aligns with City of Sarnia Accessibility Policy and Strategic Priority 2.3 – Continue on the Path of Accessibility. This project is supported by the Sarnia Accessibility Advisory Committee.

Assessment

Condition - the current condition of the wheel chair ramp at the Lawrence House needs to align with the Ontario Building Code and the AODA Design of Public Spaces Standard. Furthermore, the drain keeps backing up causing water to flow into the basement of this building.

Risk Level - water is currently going into the basement of the Lawrence House and is a need. In addition, the ramp is currently unsafe for patrons and is needed to ensure accessibility to the building.

Criticality - the consequences of not completing this project are that water will continue to enter the basement of the Lawrence House and the ramp could continue to be potentially dangerous to patrons.

Financial – no ongoing operational costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Professional Fees	30,000					30,000
Contractor	190,000					190,000
Contingency	20,000					20,000
						-
						-
						-
Total Project Cost	240,000	-	-	-	-	240,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	240,000	-	-	-	-	240,000
Funding Sources						
Reserves/Reserve Funds	240,000					240,000
Potential Grants/Donations						-
Other						-
Total Funded	240,000	-	-	-	-	240,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Information Technology

Capital Project	6490 Computer Equipment. Replacement	Total
IT Hardware Asset Lifecycle	165,000	165,000
Grand Total	165,000	165,000

2020 Capital Project Request

Capital Project Name	Department
IT Hardware Asset Lifecycle	Information Technology

Project Manager	Start Date	Completion Date	Project Classification
Corporate Manager Of Information Technology	January 1, 2020	December 31, 2029	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The Information Technology Department continually reviews its assets, identifying those in a poor, failed, or end-of-life condition. This project represents replacement, reconditioning, and upgrade of these devices annually. It continues to address \$875,000 of a \$1,144,035 IT asset maintenance backlog identified in 2016. Reserve budget adjustments allow for the Telephone System Refresh on the circa 2012 Mitel System in 2022.

50% - Allocated to Network, Server Infrastructure, and Supporting elements.

Planned Upgrades: 40Gbps Storage Area Network with real-time mirrored offsite backup, high availability virtualization servers to replace existing obsolete servers, replace existing end-of-life networking devices, weighed on asset health, criticality and expense.

50% - Allocated to End User Devices, Telephones, Mobile Internet Connectivity, Workstations, Printers, Laptop and Tablet Computers, Remote Access Systems, special purpose electronics, and peripherals. One third of the Workstation and Laptop population is replaced yearly in a three year cycle.

Assessment

Condition - IT Assets in 'poor' or lower condition: 46% (14% improvement since 2017).

Risk Level - Downtime caused by unplanned System Outages disrupt staff ability to serve citizens. Deferral will result in failure of technology assets and system outages.

Criticality – Internal and External communication and Service Levels depend on infrastructure stability. Failure puts key functions at risk, such as payroll, communication, security, revenue collection, and accounting. The corporate telephone system servicing all City operated facilities represents a highly critical asset targeted in this Project.

Financial – Newer Systems are universally more energy efficient, reducing Datacentre energy consumption. Modern Open Source offerings reduce capital costs by as much as 50%. Continuous improvement is achieved via this regular asset management process.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Networking and Server Asset Refresh	75,000	75,000	50,000	110,000	120,000	430,000
1/3 End User Device Refresh	90,000	90,000	90,000	110,000	120,000	500,000
Telephone System Refresh			225,000			225,000
						-
						-
						-
						-
Total Project Cost	165,000	165,000	365,000	220,000	240,000	1,155,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	165,000	165,000	365,000	220,000	240,000	1,155,000
Funding Sources						
Reserves/Reserve Funds	165,000	165,000	365,000	220,000	240,000	1,155,000
Potential Grants/Donations						-
Other						-
Total Funded	165,000	165,000	365,000	220,000	240,000	1,155,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Parks & Recreation

Capital Project	6005 Parkland Dedication	6015 Development. Charges	6200 Capital Reserve	6610 Park/Rec Facilities	6650 Suncor Agora Capital	Potential Grants/ Subsidies/ Donations	Total
Arena Improvements				1,000,000			1,000,000
Park Infrastructure	25,000	60,000	265,000		80,000	485,000	915,000
Sport and Recreation		62,500	1,077,500			50,000	1,190,000
Grand Total	25,000	122,500	1,342,500	1,000,000	80,000	535,000	3,105,000

This page intentionally left blank

2020 Capital Project Request

Capital Project Name	Department
Arena Improvements	Parks & Recreation

Project Manager	Start Date	Completion Date	Project Classification
Manager, Recreation & Planning / Manager, Arenas	January 1, 2020	December 31, 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

This ongoing program aims to rehabilitate Arena facilities within the City of Sarnia. Areas of focus include Clearwater Arena, Germain Arena, Progressive Auto Sales Arena (PASA) and the Sarnia Arena. Projects have been identified within the Arena Management Study, adopted by Council in 2015, the 2018 Corporate Asset Management Plan Facilities assessments and or as identified in the 2019 Parks, Recreation & Culture Masterplan and are in general alignment with the City's Corporate Strategic Plan.

The 2015 Arena Management study recommended that \$1,050,000 should be allocated annually toward Arena Capital Projects.

Key Projects to be completed in 2020 include but are not limited to: replacement of the refrigeration panel; replacement of the south parking lot (Sarnia Arena); chiller and condenser replacement; (Clearwater Arena) and phase 1 roof replacement (PASA).

Key Projects to be completed in 2021 include but are not limited to: phase 2 Roof Replacement (PASA); (PASA) accessible/female dressing room project (PASA); and other building modifications (PASA).

Replacing/upgrading these assets will provide energy efficiencies and will result in a decrease in equipment maintenance expenses. Projects are required in order to comply with AODA legislation, ensure compliance and integrity of arena facilities and prevent further facility degradation.

Assessment

Condition – Annual condition assessments and inspections determine which projects become priority. Certain projects are a legislative requirement and to be completed and will sure the integrity of the facility.

Risk Level – Deferral will result in further degradation of the asset resulting in potential risk to users, tenants and the general public and may restrict access to publicly desired amenities and facilities. Should certain mechanical/refrigeration projects not be completed there will be significant risk to staff and the general public. Potential for concerns associated with legislative non-compliance.

Criticality – Many of the projects identified have reached a critical point, are beyond lifecycle and risk further deterioration to other aspects of the arenas.

Financial – Should the projects not be completed, the potential to shut down the arena will result in loss of rental revenue and disruption to existing tenants and user groups. Certain projects if not completed will result in further work and additional costs to repair. There will be operational savings in terms of energy efficiency, lower utilities and decrease in general maintenance costs. Service delivery efficiencies will be realized along with potential for increase in rental and program revenue.

2020 Capital Project Request

Project Component/Phase	2020	2021	2022	2023	2024	Total
Sarnia Arena - Refrigeration Panel	80,000					80,000
Sarnia Arena - Parking Lot (South)	255,000					255,000
Sarnia Arena - Condenser Replacement	15,000					15,000
Sarnia Arena - Glycol				10,000		10,000
Sarnia Arena - Dressing Room Floor Rubber				50,000		50,000
Clearwater Arena - Front Sign/Entrance Project					50,000	50,000
Clearwater Arena - Chiller Replacement (Red)	100,000					100,000
Clearwater Arena - Condenser Replacement	10,000					10,000
Clearwater Arena - Rink Boards (Red)				100,000		100,000
Clearwater Arena - Rink Boards (Blue)				100,000		100,000
Clearwater Arena - HVAC (HOF/Meeting Rooms)				40,000		40,000
Clearwater Arena - Laser Level				15,000		15,000
Clearwater Arena - Parking Lot Replacement					740,000	740,000
Germain Arena - Re-Purpose or Decommission			800,000			800,000
PASA - Roof Replacement	540,000	700,000	200,000	200,000		1,640,000
PASA - Universal/Female Dressing Room Project		300,000				300,000
PASA - Building Modifications		600,000				600,000
PASA - Washroom Partitions				20,000		
PASA - Lobby Floor Replacement				30,000		
PASA - Refrigeration Compressors				100,000		
PASA - Chiller Replacement				125,000		
PASA - Restaurant HVAC					40,000	
PASA - Replace domestic Water heaters					100,000	
PASA - Gate 1 Door Replacement					10,000	10,000
PASA - Gate 5 Concrete Patio					60,000	60,000
Total Project Cost	1,000,000	1,600,000	1,000,000	790,000	1,000,000	5,390,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,000,000	1,600,000	1,000,000	790,000	1,000,000	5,390,000
Funding Sources						
Reserves/Reserve Funds	870,000	870,000	870,000	660,000	870,000	4,140,000
Loan - Building Modifications		600,000				600,000
Potential Grants/Donations						-
Community Fundraising/Sting Commitment						-
Other						-
Ticket Surcharge (Sting)	130,000	130,000	130,000	130,000	130,000	650,000
Rental Facility Surcharge						-
Total Funded	1,000,000	1,600,000	1,000,000	790,000	1,000,000	5,390,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Park Infrastructure	Parks & Recreation

Project Manager	Start Date	Completion Date	Project Classification
Manager, Recreation & Planning	January 1, 2020	December 31, 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

This ongoing program aims to rehabilitate and upgrade park infrastructure within the City of Sarnia including the removal of items that are beyond their lifecycle. Areas of focus include but are not limited to: Neighborhood Parkland Development & Revitalization; Washroom Facilities & Service Infrastructure Upgrades; Gazebo, Shelter & Pavilion Improvements; and Walkways, Trails & Pathway Development & Improvements.

Projects and areas of focus have been identified within the 2018 Corporate Asset Management Plan, the Development Charges Study and or the 2019 Parks Recreation & Culture Masterplan and are in general alignment with the City's Corporate Strategic Plan.

This Capital program has been developed identifying needs and priorities and is based on legislative compliance, risk and liability mitigation while providing park space that is both purposeful and aesthetically appealing meeting the needs of the neighborhood and community at large.

Key projects to be completed in 2020 include but are not limited to; Centennial Park – Event Improvements and Suncor Agora sun shelter project; Cardiff, Mike Weir and Meadowview Park drainage project; Heritage Park access pathway; Harry Turnbull Park Improvements; Canatara Park Bandshell – accessibility and seating improvements and the Howard Watson Nature trail – Clearwater Gateway Project.

Key project to be completed in 2021 include but are not limited to: Modeland/Heritage access trail development; Park signage renewal and Park improvements.

Projects identified in this plan will provide positive community and recreational benefit along with departmental operational efficiencies and provide improved service delivery.

Should specified grants not meet the anticipated target, certain projects may be scaled down or not take place within the identified year of request.

Assessment

Condition – In some cases, projects have been identified in the Corporate Asset Management Plan. Assets with a condition rating index of "critical", "poor" and "fair" are generally given priority. Projects address failing and aging park infrastructure and amenities.

Risk Level – Deferral will result in a further deterioration resulting in potential lack of access to publically desired amenities including park service infrastructure, safe trails, accessible pathways, picnic shelters and pavilions and pose an increase risk to public and staff safety.

Criticality – Many projects identified have reached a critical point, are beyond lifecycle and risk further deterioration.

Financial – Many projects will provide operational efficiencies and have a positive outcome on operating general maintenance accounts. Service delivery efficiencies will be realized along with potential for increase in rental and program revenue.

2020 Capital Project Request

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Neighborhood Parkland Development & Revitalization	145,000	117,500	72,500	60,000	100,000	495,000
Washroom Facilities & Service Infrastructure			125,000	155,000	25,000	305,000
Gazebo, Shelter & Pavilion Improvements	90,000	50,000	25,000	25,000	15,000	205,000
Walkways, Trails, Pathway Development	80,000	100,000	45,000	27,500	60,000	312,500
Accessible Sun Shelter and Centennial Park Improvements	600,000					
						-
Total Project Cost	915,000	267,500	267,500	267,500	200,000	1,917,500

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	915,000	267,500	267,500	267,500	200,000	1,917,500
Funding Sources						
Reserves/Reserve Funds	265,000	177,500	225,000	247,500	200,000	1,115,000
Suncor Agora Reserve: Accessible Sun Shelter & Centennial Park Improvements	80,000					
Development Charges: Parkland Development - Centennial sun/shade shelter	45,000					
Development Charges: Parkland Development Provision - Neighborhood Parkland Development & Improvements	15,000	30,000	30,000	20,000		
Parkland Dedication Reserve: Neighborhood and Parkland Development & Improvements	25,000					
Development Charges: Parkland Development Provision - Walkways, Trails & Pathways		60,000				
Development Charges: Parkland Development Provision - Walkways, Trails & Pathways			12,500			
Potential Grants/Donations						-
Canadian Experiences Fund	475,000					
Community Donation	10,000					
Other						-
Total Funded	915,000	267,500	267,500	267,500	200,000	1,917,500
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Sport & Recreation	Parks & Recreation

Project Manager	Start Date	Completion Date	Project Classification
Manager, Recreation & Planning	January 1, 2020	December 31, 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

This ongoing program to rehabilitate, revitalize, and re-design Sport and Recreation facilities and amenities within the City of Sarnia, including the removal of items that are beyond their lifecycle. Areas of focus include: Germain Park Greenhouse & Conservatory; Norm Perry Park; Germain Park, Strangway Community Centre; Playground & Equipment Replacement Program; Sports Field Development & Facilities Improvements; Swimming Pool/Splash/Spray Pads; Tennis/Sport Court Revitalization; Camp Saredaca; and Canatara Park Lifeguard/Washroom Project.

Projects and areas of focus have been identified within the 2018 Corporate Asset Management Plan, the Development Charges Study, and/or the 2019 Parks Recreation & Culture Masterplan and are in general alignment with the City's Corporate Strategic Plan.

The 2019 Parks Recreation and Culture Masterplan stated a minimum of \$1,000,000 annually should be allocated to Sport and Recreation capital projects.

Key Projects to be completed in 2020 include but are not limited to: Germain Park Greenhouse & Conservatory project; Germain Arena; Tecumseh Pool Liner replacement; Germain Park Premier Soccer Field development; Errol Russel Park storage building; and Baxter Park – sport court acrylic resurfacing.

Key projects to be completed in 2021 include but are not limited to: Tecumseh Park Accessible and Inclusive playground project; Germain Park or North End Spray pad or pool project; and the completion of an Urban Forest Management Plan study.

Projects identified in this plan will provide positive community recreational and cultural benefit, along with departmental operational efficiencies. Should specified grants and donations not meet the anticipated target, certain projects may be scaled down or not take place within the identified year of the request.

Assessment

Condition – Facility projects have been identified in the Corporate Asset Management Plan. Assets with a condition rating index of “critical”, “poor”, and “fair” are generally given priority. Improvements and projects will ensure integrity of City Facilities and will provide the ability to offer better programming and service delivery opportunities through improved facility infrastructure.

Risk Level – Deferral will result in a further deterioration resulting in public health and safety concerns and/or exposure to other risk and liability concerns associated with disrepair and/or legislative non-compliance. There is a risk for potential lack of access to publically desired amenities, sports fields and facilities.

Criticality – Many of the projects identified have reached a critical point, are beyond lifecycle, and risk further deterioration.

Financial – Many projects will provide operational efficiencies and have a positive outcome on annual operating budget general maintenance accounts. Service delivery efficiencies will be realized along with potential for increase in rental and program revenue. Participation and enrollment (internal & external programming and organizations) will decline as will the ability to generate rental revenue should certain projects not be completed.

2020 Capital Project Request

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Germain Greenhouse & Conservatory	750,000					750,000
Norm Perry Park Complex & Site Development					175,000	175,000
Strangway Community Centre					125,000	125,000
Germain Park Complex & Site Development			4,000,000			4,000,000
Site Design/Development/Studies/Assessments	50,000	35,000			100,000	185,000
Playground & Equipment Replacement Program	40,000	120,000	20,000	25,000	200,000	405,000
Sports Field Development & Facilities Improvement	195,000	55,000			225,000	475,000
Swimming Pool/Spray/Splash Pads	135,000	725,000				860,000
Tennis & Sport Court Revitalization	20,000	15,000	20,000	15,000	125,000	195,000
Canatara Park Lifeguard Shack/Washroom &				910,000		910,000
Total Project Cost	1,190,000	950,000	4,040,000	950,000	950,000	8,080,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,190,000	950,000	4,040,000	950,000	950,000	8,080,000
Funding Sources						
Reserves/Reserve Funds	1,077,500	803,000	3,319,000	837,500	737,500	6,774,500
Development Charges: Parkland Development - Sports Field Development & Improvements	62,500					62,500
Development Charges: Parkland Development - Sports Field Development & Improvements		32,000				32,000
Development Charges: Parkland Development - Sports Field Development & Improvements			7,000			7,000
Development Charges: Parkland Development - Canatara Park, Lifeguard Shack Project				112,500		112,500
Development Charges: Parkland Development - Playground & Equipment Program		40,000				40,000
Development Charges: Parkland Development - Sports Field Development & Improvements					112,500	112,500
Development Charges - Indoor Recreation Services			214,000			214,000
Potential Grants/Donations	50,000	75,000	500,000		100,000	725,000
Other						-
Total Funded	1,190,000	950,000	4,040,000	950,000	950,000	8,080,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Fire Services

Capital Project	6200 Capital Reserve	6510 Fire Equip.	6600 Fire Station	Total
Emergency Fire Apparatus	900,000			900,000
Fire Station 3 - Design, Demolition, Construction			100,000	100,000
Fire Station 4 - Rehabilitation	185,000			185,000
Radio System & User Gear		100,000		100,000
Grand Total	1,085,000	100,000	100,000	1,285,000

2020 Capital Project Request

Capital Project Name	Department
Emergency Fire Apparatus (Heavy Water Tower & Platform)	Fire & Rescue Services

Project Manager	Start Date	Completion Date	Project Classification
Fire Chief	January 1, 2020	December 31, 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

This is the second installment on the replacement water tower and platform. The first installment of \$1 million was approved by Council for 2019.

The new apparatus is being manufactured to Underwriters Laboratories of Canada (ULC) S515 Standard for Automobile Fire Fighting Apparatus, latest edition and National Fire Protection Association (NFPA) 1901 Standard for Automotive Fire Apparatus, latest edition.

Assessment

Condition – The current apparatus was manufactured in 2000 and is approaching its end of service life.

Risk Level – Decreasing reliability to be available for service due to increasing downtime for repairs.

Criticality – Fire Underwriters’ Survey (FUS) provides “No Credit in Grading” for this age of apparatus as fire protection equipment. Potential for critical failure.

Financial – Avoidance of unscheduled and expensive operational budget overruns. This 2nd installment is offset by a \$470,000 contribution from Fire Equipment Reserves.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Heavy Water Tower & Platform	900,000					900,000
						-
						-
						-
						-
						-
Total Project Cost	900,000	-	-	-	-	900,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	900,000	-	-	-	-	900,000
Funding Sources						
Reserves/Reserve Funds	900,000					900,000
Potential Grants/Donations						-
Other						-
Total Funded	900,000	-	-	-	-	900,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Fire Station 3 - Design, Demolition, Construction	Fire & Rescue Services

Project Manager	Start Date	Completion Date	Project Classification
Fire Chief	January 1, 2020	December 31, 2022	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Previously submitted in 2018 for the demolition, design and construction of a new fire station in the Colborne Road and Michigan Avenue area in the amount of \$1,900,000.

This project has been deferred pending the Master Fire Plan process which includes a station location study.

The updated budget request is for \$3,250,000 to cover all aspects of the project, including:

- Demolition and temporary housing
- Design and drawings
- Project management
- Construction
- Furnishings and Equipment
- Commissioning

Assessment

Condition – The 2017 Building Condition Assessment in 2017 details structural, mechanical, building envelope and sewer and storm water issues.

Risk Level – As building components are at or past service life expectation, there is an increasing likelihood of water penetration through building envelope and interruption of operations due to unplanned maintenance issues.

Criticality – The building is an emergency service facility operating 24/7. Functional requirements of fire department operations can be realized with other community or corporate partnerships.

Financial – The building has high maintenance expenses which are not budgeted. This station project was previously deferred to refurbish the Scott Road Fire Station.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Demolition, Abatement, Haulage		80,000				80,000
Project Management & Architectural Services	100,000	75,000	75,000			250,000
Construction (7,000 s.f. @ \$370 / s.f.)		790,000	1,800,000			2,590,000
Temporary Facility		65,000	40,000			105,000
Furnishings & Equipment			65,000			65,000
Contingency (10% of Construction)		80,000	180,000			260,000
Total Project Cost	100,000	1,090,000	2,160,000	-	-	3,350,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	100,000	1,090,000	2,160,000			3,350,000
Funding Sources						
Reserves/Reserve Funds	100,000	1,090,000	2,160,000			3,350,000
Potential Grants/Donations						-
Other						-
Total Funded	100,000	1,090,000	2,160,000	-	-	3,350,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Fire Station 4 - Rehabilitation	Fire & Rescue Services

Project Manager	Start Date	Completion Date	Project Classification
Fire Chief	January 1, 2020	December 31, 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

This project aims to rehabilitate Fire Station 4 as per the Corporate Asset Management Plan. Building envelope improvements are necessary to keep water out of the building, protect interior finishes and furnishings, as well as structural members. Mechanical systems and electrical equipment, including emergency power, are either overdue or at end-of-service, resulting in expensive repairs. Reliability and operational issues detract from a healthy, safe, and happy work environment. Continued long-term neglect will lead to more expensive unscheduled maintenance of adjacent components and/or systems, or lead to premature building end-of-service.

Projects to be completed in 2020 include:

- Repair brick veneer, replace damaged bricks, repaint wall joints
- Replace windows and exterior doors
- Replace backup generator and uninterrupted power supply
- Replace electrical meter, distribution panels, baseboard heaters and air compressor
- Replace concrete walkway and re-parge concrete flooring

Assessment

Condition – Building condition assessment in 2017 identified these assets as being urgent or high priority.

Risk Level – As these components are at or past service life expectation, there is an increasing likelihood of water penetration through building envelope, and loss of emergency power capability if this Capital project is not carried out.

Criticality – The building is an emergency service facility operating 24/7.

Financial – Avoidance of unscheduled and unbudgeted operational budget overruns. Comparatively small investment maintains capital asset to its service life, avoiding premature capital asset replacement.

Project Component/Phase	2020	2021	2022	2023	2024	Total
Envelope - Windows, Doors, Brick Veneer, Concrete Floor	55,000					55,000
Mechanical Systems - Air Compressor	10,000					10,000
Electrical Service - Electrical Panel, UPS, Distribution Panels, Electrical Meter, Baseboard Heaters, Emergency Exit Signage and Lights	25,000					25,000
Emergency Power - Generator, Connection to Overhead Door Openers, Transfer Switch	95,000					95,000
Total Project Cost	185,000	-	-	-	-	185,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	185,000	-	-	-	-	185,000
Funding Sources						
Reserves/Reserve Funds	185,000					185,000
Potential Grants/Donations						-
Other						-
Total Funded	185,000	-	-	-	-	185,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Radio System & User Gear	Fire & Rescue Services

Project Manager	Start Date	Completion Date	Project Classification
Fire Chief	January 1, 2020	December 31, 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Partner with Sarnia Police Services on their public-safety grade voice radio system. The SPS project involves upgraded infrastructure such as towers, transmitters & receivers, and interface with dispatch consoles.

The Sarnia Fire Rescue portion of the project would have two phases:

1. 2020 - Feasibility study and technical specifications/infrastructure prep.
2. 2021 - Purchase and install new mobile radios, vehicle repeaters and portable radios.

The Project 25 (P25) is a set of standards for digital mobile radio communications designed for public safety use. This technology will allow Sarnia Fire Rescue to have:

- Interoperability (direct radio communications) with police and industry
- Encrypted communications
- New portable radios which are intrinsically safe and have a prominent emergency activation button
- Broader coverage area with fewer dead zones
- 97% in-building coverage for firefighter safety

Meets National Fire Protection Association (NFPA) 1802: Standard on Personal Portable (Hand-Held) Two-Way Radio Communications Devices for Use by Emergency Services Personnel in the Hazard Zone and Occupational Health & Safety Act Section 21 Guidance Note 2-3 Radio Communications.

Assessment

Condition – The current voice radio system is aging and requires upgrades as well as radio equipment replacement.

Risk Level – There is a risk of dropped radio transmissions with the existing system. There is a risk that ISED may not grant an additional frequency.

Criticality – Interior fire operations require reliable voice radio communications for the health and safety of firefighters and the public.

Financial – User gear funded through the capital budget.

Project Component/Phase	2020	2021	2022	2023	2024	Total
Feasibility study and technical specifications/ infrastructure prep.	100,000					100,000
Purchase and install new mobile radios, vehicle repeaters and portable radios		650,000				
Total Project Cost	100,000	650,000	-	-	-	750,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	100,000	650,000				750,000
Funding Sources						
Reserves/Reserve Funds	100,000	650,000				750,000
Potential Grants/Donations						-
Other						-
Total Funded	100,000	650,000	-	-	-	750,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Customer Service

Capital Project	6200 Capital Reserve	Total
Corporate Customer Relationship Management System	50,000	50,000
Grand Total	50,000	50,000

2020 Capital Project Request

Capital Project Name	Department
Corporate Customer Relationship Management System	Customer Service

Project Manager	Start Date	Completion Date	Project Classification
Manager, Customer Service	January 1, 2020	December 1, 2021	Service Improvement

Project Description, Justification, & Impact on Operating

The Customer Contact Centre will be the first point of contact for all service channels including counter, phone, email, and social media. The customer service functions use of technology will unify knowledge and track interactions for future processing and analysis. Using the technology of Integrated Communications, Customer Management and Knowledge systems, the contact centre will be able to provide quality, consolidated, and consistent service delivery, regardless of the channel being utilized. Customers will be able to pay for, request, inquire about, apply for, register for, and provide feedback on City programs and services. The dedicated customer service staff will be cross-trained to work in all service delivery channels including, phone, counter, and digital platforms, as well as trained in a multitude of different departmental information and applications.

The City's Communications, Customer Relationship Management (CRM) and Knowledge Management Technology will be utilized to manage calls, retrieve documented procedures, and information, record customer contacts, and track service delivery history. A key concept is to ensure effective integration with existing corporate technologies.

Assessment

The Capital investment that is being requested will ensure that the tools and technology that are required for successful operation of a Customer Service Centre are in place. This investment will allow for continuous development of our services and will help to align our services with our customers' expectations.

All calls would be tracked through the Customer Relationship Management (CRM) system and requests for service and inquiries recorded for action and follow-up in the departments. No customer request will be lost, as every request for service will be monitored and analyzed. This analysis of calls and service requests will provide information that will assist in determining needed communications for programs, services, and events for citizens. Analysis will also provide information to managers and senior leadership for future planning, including service delivery enhancements, infrastructure repairs or replacements, and budget requests.

Reporting will be available to assess and analyze service requests, and service delivery by all input fields such as; street, problem code, received date, and completion. Reporting is also available for risk management and for Legal Services to utilize in claims and dispute resolution.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Knowledge Management Technology and Development	50,000					50,000
Customer Relationship Management System		250,000				250,000
						-
						-
						-
Total Project Cost	50,000	250,000	-	-	-	300,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	50,000	250,000	-	-	-	300,000
Funding Sources						
Reserves/Reserve Funds	50,000	250,000				300,000
Potential Grants/Donations						-
Other						-
Total Funded	50,000	250,000	-	-	-	300,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Property

Capital Project	6025 Federal Gas Tax	6200 Capital Reserve	6365 Sarnia Harbour	Total
City Hall Improvements		395,000		395,000
120 Seaway Road Building Improvements			84,000	84,000
Ferry Dock Hill Demolition		300,000		300,000
Library Improvements	230,000			230,000
Lochiel Kiwanis Centre Improvements		81,000		81,000
Grand Total	230,000	776,000	84,000	1,090,000

2020 Capital Project Request

Capital Project Name	Department
120 Seaway Road Building Improvements	Property

Project Manager	Start Date	Completion Date	Project Classification
Property Manager	January 31, 2020	December 1, 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Many original building envelope items need replacing based on the 2017 WalterFedy Building Condition Assessment.

Items to be completed in 2020 & 2021 are identified in the table below.

Assessment

Condition – Many of these items are original to the building and are beyond their lifecycle.

Risk Level – High

Criticality – High

Financial – High – Deferring this work could result in break downs and costly emergency repairs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Ceramic Tile, Baseboards, Upgrade Washrooms	30,000					30,000
Replace Exterior Windows	32,000					32,000
Overhead Industrial Door	4,000					4,000
Refurbish Interior Doors	4,000					4,000
Condensing Units -Thermostat Replacement	10,000					10,000
Replace Fire Extinguishers Throughout Building	4,000					4,000
2021- Replace Exterior Siding		80,000				80,000
Various			86,000			86,000
Various				78,000		78,000
Total	84,000	80,000	86,000	78,000	-	328,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	84,000	80,000	86,000	78,000	-	328,000
Funding Sources						
Reserves/Reserve Funds	84,000	80,000	86,000	78,000		328,000
Potential Grants/Donations						-
Other						-
Total Funded	84,000	80,000	86,000	78,000	-	328,000
Total Unfunded	-	-	-	-	-	-

This page intentionally left blank

2020 Capital Project Request

Capital Project Name	Department
City Hall Improvements	Property

Project Manager	Start Date	Completion Date	Project Classification
Property Manager	Spring 2020	Fall 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

2020 – Elevator Modernization

Much needed upgrades are necessary to modernize City Hall elevators to meet TSSA standards. The Purchasing Department has retained the services of Solucore Inc., an independent elevator consulting firm to work on the City’s behalf. Solucore will review all past/present maintenance repair work done, any safety upgrades recently completed, as well as accessibility upgrades over the past 10 years. Based on their findings they will determine to what extent the upgrade to modernize will entail. Our current elevator maintenance provider, Skyline Elevator has also provided a budget number for these upgrades. Solucore will provide engineered drawings, assist in the tender process, site inspection and management, etc.

Over the last 7 years the City Hall elevators have had many maintenance issues such as, doors remaining open, doors not opening, elevator stopping in between floors, staff/public getting trapped inside, etc. This is a health/safety issue.

Our current maintenance provider has indicated that parts are no longer available. The electronic boards required to operate the elevator are no longer made and used ones are scarce. The elevator is no longer reliable and a complete modernization is required in the 2020 budget year.

2020 - Roof Replacement (Additional Funding)

The City Hall upper/lower roof replacement was approved for the 2019 budget year in the amount of \$225,000, but unfortunately bids came in higher. The additional funding needed for this project is \$60,000 bringing the project to a total of \$285,000.

2021 – City Hall –Adding Buddy Boiler & Mechanical Upgrades

The existing boiler at City Hall is in very good mechanical shape and by today’s standard energy efficient when operating on very cold days. It has been retrofitted to heat in a more energy efficient manner. However, during the fall season it is not energy efficient to start the boiler up until it gets much colder later on in the season.

The existing boiler was designed/built and installed at a time when energy efficiency was not as of much importance as it is nowadays. In order to find energy savings, a small energy efficient buddy boiler would be installed in conjunction with the existing boiler.

The buddy boiler would be programmed to heat during fall/spring days to take the chill out of the air making it very comfortable for staff. Instead of the large existing boiler overheating the building due to the fact of its overall size / BTU rating. The design of the existing boiler does not allow us to dial back the temperature enough for comfort and energy savings. To take advantage of energy savings a small buddy boiler is recommended.

Assessment

2020 – Elevator Modernization

Condition – the current state of the elevators (no longer reliable) based on our current maintenance providers professional opinion.

Risk Level – High

Criticality – High

Financial – High – elevator will continue to break down, parts are no longer made or scarce. TSSA will order it shut down.

2021 – City Hall –Adding Buddy Boiler & Mechanical Upgrades

Condition – the condition of the original existing boiler is good and has been retrofitted for some energy savings. However, further energy savings need to be found and recommend a smaller energy efficient buddy boiler to be added.

2020 Capital Project Request

Risk Level – High

Criticality – High

Financial – High – the 2017 WalterFedy Condition Assessment report does indicate/recommend replacing existing original mechanical/plumbing upgrades to the boiler system. This would be a good time to have both projects done at the same time, same engineer, labor savings, less down time and financial energy savings to begin, once installed.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Modernization of City Hall Elevator	335,000					335,000
Additional funding needed for City Hall Roof	60,000					60,000
Adding buddy boiler and mechanical upgrades		250,000				250,000
Replacement of Fan coil units throughout facility			270,000			270,000
City Hall-Exterior Window Replacement				275,000		275,000
Central AHU replacement					100,000	100,000
						-
Total Project Cost	395,000	250,000	270,000	275,000	100,000	1,290,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	395,000	250,000	270,000	275,000	100,000	1,290,000
Funding Sources						
Reserves/Reserve Funds	395,000	250,000	270,000	275,000	100,000	1,290,000
Potential Grants/Donations						-
Other						-
Total Funded	395,000	250,000	270,000	275,000	100,000	1,290,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Ferry Dock Hill Demolition	Property

Project Manager	Start Date	Completion Date	Project Classification
Director, Legal and Property Services	January 2020	February 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The facility at Ferry Dock Hill is currently threatened by the high water levels and constitute a public safety hazard if this is allowed to be maintained.

Because of the health risk represented by the deterioration of the facility contributed to by the high water levels, procedures are currently being undertaken to have the premises vacated by the current tenant.

It is recommended that the facility be demolished as soon as possible after vacant possession is returned to the City to ensure continued public safety.

Assessment

Condition – Poor

Risk Level – High

Criticality – High

Financial – \$300,000

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Demolition & Restoration of Site	300,000					300,000
						-
						-
						-
						-
						-
Total Project Cost	300,000	-	-	-	-	300,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	300,000	-	-	-	-	300,000
Funding Sources						
Reserves/Reserve Funds	300,000					300,000
Potential Grants/Donations						-
Other						-
Total Funded	300,000	-	-	-	-	300,000
Total Unfunded	-	-	-	-	-	-

This page intentionally left blank

2020 Capital Project Request

Capital Project Name	Department
Library Improvements	Property

Project Manager	Start Date	Completion Date	Project Classification
Property Manager	April 20, 2020	May 29, 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The 2 air handler units at the Sarnia Library that distribute hot/cold air need to be replaced. Both air handlers are original to the building 1960 vintage and have had many repairs over the years. The outdated inefficient cooling tower (not working) located outside of the library needs to be replaced as well and replaced with an energy efficient chiller unit.

This Capital project was approved by Council for the 2019 budget year. However due to unforeseen circumstances it was decided to postpone until next year 2020 and include the second phase of the project, to replace existing inefficient 2 boilers with 2 energy efficient boilers.

It is important to note that in 2014, Jordan & Cook, Building Condition Report outlines all electrical/mechanical upgrades as First Priority. The WalterFedy, High – Level Building Condition Assessment Survey done in 2017 also makes reference these electrical/mechanical upgrades for immediate replacement.

Some of the 2019 Council approved work has been completed, such as the removal/demolition of the old cooling tower, main ac unit and the removal of asbestos in the basement mechanical room.

The large volume of asbestos attached to most of the mechanical equipment/connected plumbing was not anticipated. Unfortunately, the cost to remove was one of the unforeseen issues (cost) to make a decision to postpone the project until spring of 2020 and ask for more funding. We decided to move forward and have the asbestos removed, August, 2019.

In order to compensate for the lack of cooling, portable AC units were rented to provide cooling on the main floor of the Sarnia Library starting mid July until September 13, 2019.

A concrete pad was poured along with the installation of a security fence to house the new chiller. The new chiller and 2 new air handler units were purchased and are currently being stored in the Sarnia Transit building to be installed next spring 2020.

As stated this Capital Project was approved by Council for the 2019 budget year in the amount of \$390,000. The remaining funds out of the \$390,000 project less the equipment purchase, demolition work, engineering fees, installation of concrete pad/security fence and asbestos abatement is \$80,140.81.

The additional funding being requested for the second phase of the project to remove existing inefficient 2 boilers, connected plumbing, replace with new, electrical upgrades, asbestos abatement continued etc. additional amount needed is \$230,000.

Assessment

Condition – Refer to the 2014, Jordan & Cook, Building Condition Report as well as the 2017, WalterFedy, Building Condition Assessment.

Risk – High

Criticality – High

Financial – High – The main AC which cools the main floor of the library is no longer operational and is temporarily being cooled by portable AC units (renting). The 2 boilers that need to be replaced are no longer reliable, have had numerous costly repairs, are not energy efficient and have reached end of lifecycle.

2020 Capital Project Request

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Second phase - replace existing boilers with new.	230,000					230,000
Replace existing windows, install new low E glass. Remove and reset existing firestone stone panels. Install fire rated protection of basement ceiling. Repair exterior damaged brick.		250,000				250,000
Replace all plumbing fixtures and associated piping. Replace domestic hot water heater. Replace pneumatic controls. Upgrade and provide emergency lighting and exit lighting. Provide lightning protection service.			250,000			250,000
Add fire sprinklers throughout library. Recaulk exterior of library and pressure wash exterior. Replace all mechanical piping with new insulation. Repair upgrade all interior railings & steps.				250,000		250,000
Total Project Cost	230,000	250,000	250,000	250,000	-	980,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	230,000	250,000	250,000	250,000	-	980,000
Funding Sources						
Reserves/Reserve Funds	230,000	250,000	250,000	250,000		980,000
Potential Grants/Donations						-
Other						-
Total Funded	230,000	250,000	250,000	250,000	-	980,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Lochiel Kiwanis Centre Improvements	Property

Project Manager	Start Date	Completion Date	Project Classification
Property Manager	January 10, 2020	March 31, 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The Lochiel Kiwanis Centre gymnasium roof along with the gym rooftop HVAC unit and 2 condensing units have all reached end of lifecycle and need replacing. Associated electrical panels need to be updated as well. Exterior Cornice repair/restoration is also needed on the main facility due to water infiltration. In 2015, SNC Lavalin was hired to perform a complete Building Condition report on the Lochiel Kiwanis Centre. Most recently in 2017, another Building Condition Assessment was performed by WalterFedy. Both reports concluded immediate replacement of the roof on the gymnasium and HVAC equipment.

This Capital Project was approved by Council in 2019 in the amount of \$120,000.00; however, the roof replacement bid came in higher than anticipated, exceeding the 2019 approved budgeted amount.

Additional funding in the amount of \$81,000 is required to purchase the HVAC unit, condensing units, and associated electrical panels, gymnasium roof and safety railing.

Assessment

Condition – Refer to 2015, SNC Lavalin, Building Condition Report as well as the 2017, WalterFedy, Building Condition Assessment.

Risk – High

Criticality – High

Financial – High – Roof will continue to deteriorate, cracking, bubbling of roofing membrane and lifting. HVAC equipment on the gym roof is no longer reliable due to its age and cost to repair major components is significant.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Additional Funding needed	81,000					81,000
Repair/repoint exterior brick, block wall and repaint steel siding		120,000				120,000
Replace/repair exterior windows			120,000			120,000
Install basement heating/cooling				120,000		120,000
Replace asphalt paving					120,000	120,000
Total Project Cost	81,000	120,000	120,000	120,000	120,000	561,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	81,000	120,000	120,000	120,000	120,000	561,000
Funding Sources						
Reserves/Reserve Funds	81,000	120,000	120,000	120,000	120,000	561,000
Potential Grants/Donations						-
Other						-
Total Funded	81,000	120,000	120,000	120,000	120,000	561,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Engineering

Capital Project	6015 Development Charges	6025 Federal Gas Tax	6045 OCIF	6200 Capital Reserve	6615 Capital Infra.	6616 Capital Infra. - Sewer	6617 Capital Infra. - Water	Potential Grants/ Subsidies/ Donations	Total
Active Transportation Infrastructure - Confederation Trail	312,039							857,961	1,170,000
Bridges & Culverts		1,900,000							1,900,000
Oversized Load Corridor				900,000					900,000
Parking Lot Reconstruction - Vendome					325,000				325,000
Public Works Facilities Improvements				200,000		175,000	175,000		550,000
Rapids Parkway Road Extension	265,000				35,000				300,000
Road Rehabilitation			2,949,359		50,641				3,000,000
Shoreline Protection		1,000,000			1,000,000				2,000,000
Software - Computerized Maintenance Management System						200,000	200,000	500,000	900,000
Soil Management Site					100,000				100,000
Streetlights					100,000				100,000
Traffic Signals					100,000				100,000
Transportation Master Plan & Streetscape Improvements					300,000				300,000
Grand Total	577,039	2,900,000	2,949,359	1,100,000	2,010,641	375,000	375,000	1,357,961	11,645,000

2020 Capital Project Request

Capital Project Name	Department
Active Transportation Infrastructure - Confederation Trail	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Transportation	Spring 2020	Fall 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Installation of a multi-use trail on Confederation Street from Murphy Road to Finch Drive. This was identified as a high priority in the Transportation Master Plan. The current lack of any active transportation infrastructure on this road is a significant safety concern. New active transportation infrastructure will lead to a minor increase in the operating budget for maintenance.

This project was included in the Investing in Canada Infrastructure Program – Public Transit Stream grant application. If successful the City of Sarnia must provide matching funds of 26.67%.

Assessment

Condition – N/A

Risk Level – High safety risk due to current lack of active transportation infrastructure

Criticality – High priority in Transportation Master Plan

Financial – Minor increase to operating costs

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Confederation Multi-Use Trail	1,170,000					1,170,000
						-
						-
						-
						-
						-
Total Project Cost	1,170,000	-	-	-	-	1,170,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,170,000	-	-	-	-	1,170,000
Funding Sources						
Reserves/Reserve Funds	312,039					312,039
Potential Grants/Donations	857,961					857,961
Other						-
Total Funded	1,170,000	-	-	-	-	1,170,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Bridges & Culverts	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Design & Infrastructure	Spring 2020	Fall 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Rehabilitation and replacement of bridges and culverts based on needs identified in biannual inspection reports. Rehabilitation projects ensure that these expensive assets will reach their intended design life. Projects will reduce operating costs to maintain deteriorating infrastructure.

Projects planned for 2020/2021 include reconstruction of the Vidal Street over CNR Bridge. This project is in collaboration with utilities who also utilize the bridge and who will also be sharing part of the cost of the project. Projects are also planned to rehabilitate the Michigan Avenue over Drainage Canal Bridge, the Jackson Road over Drainage Canal Bridge, and the Waterworks Road Bridge.

Assessment

Condition – Numerous bridge components are identified as very poor in biannual inspection reports.

Risk Level – Increased rate of deterioration.

Criticality – Important to rehabilitate bridges at the right time before they reach a state of disrepair.

Financial – Reduced operating costs to maintain bridges and address potential for bridge condition to worsen leading to higher costs in the future.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Vidal Utility Bridge	900,000					900,000
Michigan Avenue Bridge (No. 40)	800,000					800,000
Jackson Road Bridge (No. 70)	100,000	800,000				900,000
Waterworks Road Bridget (No. 270)	100,000	700,000				800,000
Bridges & Culverts			1,500,000	1,000,000	1,000,000	3,500,000
						-
						-
Total Project Cost	1,900,000	1,500,000	1,500,000	1,000,000	1,000,000	6,900,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,900,000	1,500,000	1,500,000	1,000,000	1,000,000	6,900,000
Funding Sources						
Reserves/Reserve Funds	1,900,000	1,500,000	1,500,000	1,000,000	1,000,000	6,900,000
Potential Grants/Donations						-
Other						-
Total Funded	1,900,000	1,500,000	1,500,000	1,000,000	1,000,000	6,900,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Oversized Load Corridor (OLC)	Engineering

Project Manager	Start Date	Completion Date	Project Classification
OLC Project Manager	Spring 2020	Winter 2023	Service Improvement

Project Description, Justification, & Impact on Operating

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.

This project has received National Trade Corridor funding of \$6M and requires 50% matching contribution.

Assessment

Condition – the OLC report identified infrastructure, including utilities and culverts that are obstacles to moving large oversize loads from the fabricators to the Port of Sarnia.

Risk Level – Local manufacturers can't ship large loads to external markets.

Criticality – Important to local economy and growth of manufacturing sector.

Financial – the NTCF grant of \$6M would be forfeited if the City did not contribute its share.

Project Component/Phase	2019	2020	2021	2022	2023	Total
Utility upgrades	1,285,000	1,500,000	1,000,000	450,000		4,235,000
Roadwork			2,500,000	200,000		2,700,000
Dock			300,000	1,800,000	3,032,000	5,132,000
						-
						-
						-
						-
Total Project Cost	1,285,000	1,500,000	3,800,000	2,450,000	3,032,000	12,067,000

Funding Sources

Year	2019	2020	2021	2022	2023	Total
Validated Request	1,285,000	1,500,000	3,800,000	2,450,000	3,032,000	12,067,000
Funding Sources						
Reserves/Reserve Funds						-
Grant	642,500	750,000	1,900,000	1,150,000	1,557,500	6,000,000
Donation	642,500	150,000	1,015,000	1,150,000	1,042,500	4,000,000
County & Township Portion		240,000	885,000	150,000		1,275,000
Prior Year Funding		360,000			432,000	792,000
Total Funded	1,285,000	1,500,000	3,800,000	2,450,000	3,032,000	12,067,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Parking Lot Reconstruction - Vendome	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Construction	Spring 2020	Fall 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Reconstruction of Vendome parking lot (Front/Cromwell). This downtown parking lot is in very poor condition and includes a section that is gravel. The lot is in a prime downtown location and an upgraded parking lot would help with the ongoing revitalization of downtown.

Assessment

Condition – The parking lot is in very poor condition, parts of the lot are gravel

Risk Level – Parking lots are low risk

Criticality – Important for the overall appearance of downtown

Financial – Reduce operating costs of maintaining the current poor condition lot

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Vendome Parking Lot Reconstruction	325,000					325,000
						-
						-
						-
						-
						-
Total Project Cost	325,000	-	-	-	-	325,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	325,000	-	-	-	-	325,000
Funding Sources						
Reserves/Reserve Funds	325,000					325,000
Potential Grants/Donations						-
Other						-
Total Funded	325,000	-	-	-	-	325,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Public Works Facilities Improvements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager, Operation Services	Spring 2020	Ongoing	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Annual program of capital Improvements/Rehabilitation at various Public Works facilities throughout the City. Projects are required to maintain building and site assets in good condition, improve safety of employees, and provide accessible work spaces. Projects for 2020/2021 include office/washroom renovations at 2100 Confederation Line to be compliant with the building code and improvements at the compost site to improve security and rehabilitate the site's drainage pond. Projects will reduce maintenance costs.

Assessment

Condition – Various facility components are in very poor condition and don't meet current building code.

Risk Level – Low, continued deterioration of facility assets.

Criticality – Low, could result in disruption to employee workspace.

Financial – Would reduce maintenance costs to maintain deteriorating facilities.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
2100 Confederation Line	350,000	300,000				650,000
Compost Site	200,000	100,000				300,000
Public Works Facilities		100,000	300,000	200,000	200,000	800,000
						-
						-
						-
						-
Total Project Cost	550,000	500,000	300,000	200,000	200,000	1,750,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	550,000	500,000	300,000	200,000	200,000	1,750,000
Funding Sources						
Reserves/Reserve Funds	550,000	500,000	300,000	200,000	200,000	1,750,000
Potential Grants/Donations						-
Other						-
Total Funded	550,000	500,000	300,000	200,000	200,000	1,750,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Rapids Parkway Road Extension	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Development & Transportation	Spring 2020	Fall 2021	Growth

Project Description, Justification, & Impact on Operating

Extension of The Rapids Parkway from Sandpiper to Exmouth including road, water, sewers, and trail. The extension has been planned since the mid-1990's and is included in the Official Plan, Development Area 1 Secondary Plan, and the 2014 Transportation Master Plan. Development Area 1 continues to grow and the road extension project will ensure the related traffic growth can be accommodated. The Environmental Assessment will be completed in early 2020. The next stage is to move to detailed design in 2020. Construction could then proceed in 2021 but timing is still undetermined depending on Ministry of Transportation plans to rehabilitate their bridge. This project will lead to an increase in operating costs to maintain this new infrastructure.

Assessment

Condition – N/A

Risk Level – Low, some traffic congestion will occur if the road is not extended

Criticality – Low, may negatively impact development if additional transportation capacity is not provided.

Financial – Majority of cost is covered by development charges, new infrastructure will result in an increase in operating costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Detailed Design	300,000					300,000
Construction		5,500,000				5,500,000
						-
						-
						-
						-
Total Project Cost	300,000	5,500,000	-	-	-	5,800,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	300,000	5,500,000	-	-	-	5,800,000
Funding Sources						
Reserves/Reserve Funds	300,000	4,723,215				5,023,215
Potential Grants/Donations						-
Other		776,785				776,785
Total Funded	300,000	5,500,000	-	-	-	5,800,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Road Rehabilitation	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Construction	Spring 2020	On going	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Road reconstruction and resurfacing of roads that have reached the end of their useful life. A road condition survey has identified many roads in very poor condition and staff receive many complaints about the condition of roads. Road upgrades reduce the operating budget used for road patches and pothole filling.

With recent upgrades to many rural roads, this program can now focus more on local, urban and collector roads.

Assessment

Condition – There is a large back log of roads in very poor condition

Risk Level – High risk of road conditions continuing to deteriorate

Criticality – Potential vehicle damage claims and increased maintenance requirements are likely to occur

Financial – Reduce operating costs for maintaining roads in poor condition

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Road Resurfacing & Reconstruction	3,000,000	3,100,000	3,200,000	3,700,000	4,000,000	17,000,000
						-
						-
						-
						-
						-
Total Project Cost	3,000,000	3,100,000	3,200,000	3,700,000	4,000,000	17,000,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	3,000,000	3,100,000	3,200,000	3,700,000	4,000,000	17,000,000
Funding Sources						
Reserves/Reserve Funds	3,000,000	3,100,000	3,200,000	3,700,000	4,000,000	17,000,000
Potential Grants/Donations						-
Other						-
Total Funded	3,000,000	3,100,000	3,200,000	3,700,000	4,000,000	17,000,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Shoreline Protection	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Construction	Spring 2020	On going	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Replace steel groynes, retaining walls, beach access points, and other work along the shoreline. Lake water levels are at an all-time high resulting in significant erosion. Old shoreline protection is failing at an increasing rate resulting in costly emergency repair work. Upgrades to shoreline protection will create beaches for recreation, protect the shoreline from erosion, and protect municipal infrastructure and property near the shoreline. Proper shoreline protection will reduce the funding required for emergency repair work.

2020/2021 budget is focused on completing the section of shoreline from Helen to Kenwick. Other needs will be assessed over the winter as the shoreline is actively eroding.

The St. Clair Region Conservation Authority has received \$8M in Disaster Mitigation and Adaptation Funding from the Federal Government. Average annual capital spending of \$800,000 over the next 9 years is required for the City of Sarnia's matching share.

Assessment

Condition – Very poor, existing shoreline protection is inadequate.

Risk Level – High, with record high water levels shoreline erosion is occurring at an increasing rate.

Criticality – Current high water levels mean there is a high likelihood of costly emergency repairs if shoreline protection work is not completed.

Financial – Reduce cost of emergency repairs (2019 cost was ~\$600k).

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Shoreline Protection	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
						-
						-
						-
						-
						-
Total Project Cost	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Funding Sources						
Reserves/Reserve Funds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Potential Grants/Donations						-
Other						-
Total Funded	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Software - Computerized Maintenance Management System	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Director of Engineering	Spring 2020	2022	Service Improvement

Project Description, Justification, & Impact on Operating

Purchase and Implementation of a corporate wide computerized maintenance management system. Major needs have been identified in Engineering, Parks and Recreation, and Property Services. Current software is very limited in scope, multiple software systems are used that are no longer supported, and many processes throughout the corporation are completed manually. A new modern system would improve efficiency of planning, scheduling, and execution of maintenance activities. It would support asset management by tracking asset data related to maintenance activities and associated costs. It would provide critical information for improved management of operations.

The budget request includes project management support, support to migrate data and information from old systems to the new systems, support for integration with financial and HR software, and business process review to identify potential efficiencies as services are migrated to the new system.

This project was included in the Investing in Canada Infrastructure Program – Public Transit Stream application.

Assessment

Condition – Current software is outdated, limited in scope, and many processes are completed manually.

Risk Level – Current software is no longer supported. High likelihood of missing preventative maintenance scheduling activities due to manual process.

Criticality – This project was identified as one of the highest priorities in the Public Works Services Review and has been identified as a high priority by all departments to allow for management to track and monitor work.

Financial – Improve operational efficiency and utilization of maintenance funding.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Computerized Maintenance Management System	900,000					900,000
						-
						-
						-
						-
						-
Total Project Cost	900,000	-	-	-	-	900,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	900,000	-	-	-	-	900,000
Funding Sources						
Reserves/Reserve Funds	400,000					400,000
Potential Grants/Donations	500,000					500,000
Other						-
Total Funded	900,000	-	-	-	-	900,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Soil Management Site	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Superintendent of Environmental Services	Spring 2020	Fall 2020	Service Improvement

Project Description, Justification, & Impact on Operating

Site investigations, engineering design, and consultation with the Ministry of Environment, Conservation and Parks (MECP). Public Works currently landfills all soil spoils from watermain and sewer repair works due to no storage area at an average annual cost of \$250,000. This project will permit the reuse of this site for numerous activities; with the pending Management of Excess Soil regulation that is in the final public consultation period, having a site dedicated to soil storage is a piece of this new regulation and will be key for the City to be compliant when the regulation comes in to effect. Deferral will continue to impact operating budgets for Public Works.

Assessment

Condition - N/A

Risk Level – Low

Criticality – Low

Financial – Potential operating budget savings

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Soil Management Site	100,000					100,000
						-
						-
						-
						-
						-
Total Project Cost	100,000	-	-	-	-	100,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	100,000	-	-	-	-	100,000
Funding Sources						
Reserves/Reserve Funds	100,000					100,000
Potential Grants/Donations						-
Other						-
Total Funded	100,000	-	-	-	-	100,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Streetlights	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Development & Transportation	Spring 2020	December 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Annual program to replace streetlight infrastructure and convert to LED for energy savings. Current focus of the program is on conversion to LED which has resulted in significant annual savings in electricity costs.

Assessment

Condition – Streetlight poles and wiring are in poor condition.

Risk Level – Low – an individual light burnt out is low risk, a number of lights can increase the liability.

Criticality – Relatively low.

Financial – Deferral of this conversion will cause the City to incur higher electricity costs and maintenance costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Light conversion	100,000	100,000	200,000			400,000
Pole and wiring replacement				200,000	200,000	400,000
						-
						-
						-
						-
Total Project Cost	100,000	100,000	200,000	200,000	200,000	800,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	100,000	100,000	200,000	200,000	200,000	800,000
Funding Sources						
Reserves/Reserve Funds	100,000	100,000	200,000	200,000	200,000	800,000
Potential Grants/Donations						-
Other						-
Total Funded	100,000	100,000	200,000	200,000	200,000	800,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Traffic Signals	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Development & Transportation	Spring 2020	December 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Annual program to replace traffic signal infrastructure including poles, heads, controllers, and wiring. Current infrastructure has reached the end of its useful life and needs to be replaced. Operating costs are increasing to maintain deteriorating infrastructure.

Assessment

Condition – Traffic signal infrastructure is in poor condition

Risk Level – Medium, risk of traffic signals going into flash mode is occurring more frequently

Criticality – Low, minor traffic nuisance

Financial – traffic signal maintenance costs are increasing due to deteriorating infrastructure

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Traffic signal replacement	100,000	100,000	100,000	150,000	150,000	600,000
						-
						-
						-
						-
						-
Total Project Cost	100,000	100,000	100,000	150,000	150,000	600,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	100,000	100,000	100,000	150,000	150,000	600,000
Funding Sources						
Reserves/Reserve Funds	100,000	100,000	100,000	150,000	150,000	600,000
Potential Grants/Donations						-
Other						-
Total Funded	100,000	100,000	100,000	150,000	150,000	600,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Transportation Master Plan & Streetscape Improvements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Development & Transportation	Spring 2020	Ongoing	Service Improvement

Project Description, Justification, & Impact on Operating

The Transportation Master Plan identified needs to improve active transportation and road safety throughout the City. Creating Complete Streets that support all modes of transportation will make our community healthier and more livable. Projects include new sidewalks, rehabilitation of sidewalks, upgrades to sidewalk ramps to meet requirements of the Accessibility for Ontarians with Disabilities Act, street furniture, new cycling infrastructure, and new pedestrian crossovers at various locations throughout the City.

The City received the Ontario Municipal Commuter Cycling fund grant and has applied for the Investing in Canada Infrastructure Program – Public Transit Stream for active transportation projects. The City has to contribute matching funding to fully utilize these grants.

Assessment

Condition – a lack of active and accessible transportation infrastructure has been identified

Risk Level – low safety level for active transportation users

Criticality – some key pieces of infrastructure are required to improve active transportation safety

Financial – matching funds are required for the commuter cycling grant and transit active transportation grant

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Active Transportation	300,000	300,000	300,000	300,000	300,000	1,500,000
						-
						-
						-
						-
						-
Total Project Cost	300,000	300,000	300,000	300,000	300,000	1,500,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	300,000	300,000	300,000	300,000	300,000	1,500,000
Funding Sources						
Reserves/Reserve Funds	300,000	300,000	300,000	300,000	300,000	1,500,000
Potential Grants/Donations						-
Other						-
Total Funded	300,000	300,000	300,000	300,000	300,000	1,500,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Fleet

Capital Project	6200 Capital Reserve	Potential Grants/ Subsidies/ Donations	Total
Showmobile	65,000	85,000	150,000
Grand Total	65,000	85,000	150,000

2020 Capital Project Request

Capital Project Name	Department
Showmobile	Parks & Recreation

Project Manager	Start Date	Completion Date	Project Classification
	Spring 2020	Spring 2020	Service Improvement

Project Description, Justification, & Impact on Operating

This capital request is for the purchase of a showmobile. A showmobile is a mobile stage system that can be set up almost anywhere the towing vehicle can reach, it typically includes a canopy and could be outfitted with a generator and public address system.

The City could use the showmobile for Canada Day, both Bright's Grove and Centennial Park; City attendance at local festivals, and special presentations such as the recent Walk of Fame Celebration of Col. Chris Hadfield.

The showmobile could be rented out to community groups, for which a fee schedule would need to be developed. Sponsorship could also be investigated to alleviate a portion of the initial investment.

Assessment

Condition – the City successfully operated a showmobile for 30 years before it was retired in 2016.

Risk Level – there are no direct risks from not undertaking this investment; however, the showmobile provides an opportunity for the City to professionally promote its own events and participate at local community events, thereby enhancing the positive impact the City has on the community.

Criticality – the criticality of this investment is driven by the importance citizens place on the opportunities noted above.

Financial – in addition to the initial investment, there will be ongoing maintenance and insurance costs. These costs can be offset by potential sponsorship funds and rental fees.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Showmobile purchase	150,000					150,000
						-
						-
						-
						-
						-
Total Project Cost	150,000	-	-	-	-	150,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	150,000	-	-	-	-	150,000
Funding Sources						
Reserves/Reserve Funds	65,000					65,000
Potential Grants/Donations	85,000					85,000
Other						-
Total Funded	150,000	-	-	-	-	150,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Clerks

Capital Project	6200 Capital Reserve	Total
Electronic Documents and Records Management System	130,000	130,000
Grand Total	130,000	130,000

2020 Capital Project Request

Capital Project Name	Department
Electronic Documents and Records Management System	City Clerk

Project Manager	Start Date	Completion Date	Project Classification
Deputy City Clerk	January 1, 2020	December 31, 2023	Service Improvement

Project Description, Justification, & Impact on Operating

The project will consist of the design and implementation of an Electronic Documents and Records Management System (EDRMS). The system will provide staff with a central file-sharing platform that will automate the statutory responsibilities of records classification, retention, and retrieval. Such a system is needed in order to meet legislative requirements with respect to digital documents and emails. Implementation of the EDRMS will increase productivity by reducing time spent searching for a document and facilitating file-sharing across departments. It will also make responding to MFIPPA requests faster and more reliable.

Assessment

Condition – Currently electronic file management is inconsistent and has resulted in the City not meeting requirements under the Records Retention By-law. Ten or more versions exist for each critical electronic document, which sometimes results in the incorrect document being used, and which increases search time. The City also archives all emails indefinitely, and this has added to the proliferation of electronic copies of documents.

Risk Level – Current risks include harmed reputation, breach of personal or confidential information, and costs associated with impaired project management as a result of an unreliable records system.

Criticality – Given that most mid-sized municipalities are transitioning to EDRMS, the public is less likely to tolerate a major error that results from inconsistent records practices.

Financial – Annual costs are associated with designing the architecture for each department in a phased approach over four years. One large department will transition to fully using the EDRMS each year.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
EDRM Implementation by department	100,000	100,000	100,000	100,000		400,000
Records Management Information Architecture	30,000					30,000
						-
						-
						-
						-
Total Project Cost	130,000	100,000	100,000	100,000	-	430,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	130,000	100,000	100,000	100,000	-	430,000
Funding Sources						
Reserves/Reserve Funds	130,000	100,000	100,000	100,000		430,000
Potential Grants/Donations	-					-
Other						-
Total Funded	130,000	100,000	100,000	100,000	-	430,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category General Government
Department Emergency Management

Capital Project	6625 Petro-Chemical Area Levy	Total
Petro-Chemical Area Projects	150,000	150,000
Grand Total	150,000	150,000

2020 Capital Project Request

Capital Project Name	Department
Petro-Chemical Area Projects (Specialty Equipment & Training)	Fire & Rescue Services

Project Manager	Start Date	Completion Date	Project Classification
Fire Chief	January 1, 2020	December 31, 2024	Service Improvement

Project Description, Justification, & Impact on Operating

The provision of specialized equipment and/or training on a rotating basis to meet community risks and service level expectations as outlined in the Establishing & Regulating By-law. Disciplines to be reviewed on the multi-year schedule include, but are not limited to:

- Industrial firefighting
- Hazardous materials, transportation of dangerous goods, tank car specialist, pipelines
- Rope and high angle rescue
- Aircraft firefighting
- Auto, bus and heavy truck extrication
- Machinery rescue
- Structural collapse search and rescue
- Surface water, swift water, floodwater, ice and watercraft rescue
- Confined space rescue
- Trench rescue

Assessment

Condition – Various pieces of equipment require replacement or upgrading. Training curriculum needs updating and delivery to on-duty and off-duty personnel.

Risk Level – Community risk assessment identifies the hazards in the community which prioritizes and implementation of a response plan for known hazards. The planning includes the acquisition of apparatus and equipment with proper training of firefighters to use such equipment and mitigate the hazard.

Criticality – Failure to fund specialized disciplines increase risk to the community and lessens firefighter safety.

Financial – Costs for equipment, apparatus, training courses and backfill for overtime to be covered by the Special Area Tax Levy.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Industrial Firefighting	150,000					150,000
Rope and High Angle Rescue		150,000				150,000
Auto, Bus, & Heavy Truck Extrication			150,000			150,000
Water & Watercraft Rescue				150,000		150,000
Hazmat/Tank Car Specialists					150,000	150,000
						-
						-
Total Project Cost	150,000	150,000	150,000	150,000	150,000	750,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	150,000	150,000	150,000	150,000	150,000	750,000
Funding Sources						
Reserves/Reserve Funds						-
Potential Grants/Donations						-
Special Area Tax Levy	150,000	150,000	150,000	150,000	150,000	750,000
Other						-
Total Funded	150,000	150,000	150,000	150,000	150,000	750,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category Transit
Department Engineering

Capital Project	6020 Provincial Gas Tax	6470 Care-A-Van - Vehicle	6480 Transit Building	Potential Grants/ Subsidies/ Donations	Grand Total
Facility Renovations			108,000	292,000	400,000
Maintenance Equipment Upgrades/Replacements			4,050	10,950	15,000
Transit Bus Stop Improvements	40,500			109,500	150,000
Vehicle Replacements - Care-A-Van		43,200		116,800	160,000
Vehicle Replacements - Conventional Transit	351,000			949,000	1,300,000
Grand Total	391,500	43,200	112,050	1,478,250	2,025,000

2020 Capital Project Request

Capital Project Name	Department
Facility Renovations	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Transit Superintendent	January 2020	June 2020	Renovation

Project Description, Justification, & Impact on Operating

The Transit Facility is long overdue for renovations. A building assessment was completed that identified numerous issues that need to be replaced in the short term. The project would include installation of a safe bus vault deposit drop-box, replacement of outdated electrical and HVAC components, renovations to offices and washrooms, and asbestos abatement.

An application has been submitted for the Investing in Canada Infrastructure Program that would cover the majority of the cost of this replacement.

Assessment

Condition – Infrastructure is very old and outdated. Washroom facilities are in state of disrepair, toilets and stalls outdated, showers are capped due to leaks, tiles are broken due to wear, wall sections removed and remediated due to mold. Baseboards disintegrating in various rooms, air conditioning is aged. Asbestos is also present in the facility. Ceiling tiles damaged due to roof leaks, window seals broken and condense, ceiling vents black due to soot. Walter Fedy Report (2017) identified several key areas requiring immediate/urgent repair (office roof, flooring, windows, access doors, A/C & ducts, washroom & plumbing, electrical).

Risk Level – High – particularly for employee health & safety.

Criticality – High – immediate repairs will mitigate future repair costs and facility stability. Repairs identified in strategic plan, with several key areas requiring urgent repair.

Financial – High – Repairs will create energy efficiencies and long-term cost savings.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Roof			900,000			900,000
Electrical & HVAC			150,000			150,000
Office Rehabilitation	400,000					400,000
						-
						-
						-
						-
Total Project Cost	400,000	-	1,050,000	-	-	1,450,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	400,000	-	1,050,000	-	-	1,450,000
Funding Sources						
Reserves/Reserve Funds	108,000		283,500			391,500
Potential Grants/Donations	292,000		766,500			1,058,500
Other						-
Total Funded	400,000	-	1,050,000	-	-	1,450,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Maintenance Equipment Upgrades/Replacements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Transit Superintendent	January 2020	May 2023	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The bus wash and bus vacuum are past their life cycle. The bus wash manufacturer is out of business, causing maintenance employees to spend many hours machining parts and repairing equipment. The vacuum is in a similar state of repair. Maintenance technicians' time is better utilized focused on bus fleet maintenance and repair.

An application has been submitted for the Investing in Canada Infrastructure Program that would cover the majority of the cost of this replacement.

Assessment

Condition – The bus wash is in very poor state of repair. It is over 10-years old and replacement parts and equipment are no longer available. The vacuum is approximately 40-years old, the motors have been rebuilt multiple times.

Risk Level – Medium – It is already challenging to keep the current equipment operational.

Criticality – Low – Failure of existing equipment would make it challenging to keep buses clean.

Financial – High – Cost of immediate repairs is mitigated due to grant funding.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Bus Vacuum	15,000					15,000
Bus Wash		300,000				300,000
2 Hoists			350,000			350,000
Diesel Fuel Pump & Maintenance Programme				300,000		300,000
						-
						-
						-
Total Project Cost	15,000	300,000	350,000	300,000	-	965,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	15,000	300,000	350,000	300,000	-	965,000
Funding Sources						
Reserves/Reserve Funds	4,050	81,000	94,500	81,000		260,550
Potential Grants/Donations	10,950	219,000	255,500	219,000		704,450
Other						-
Total Funded	15,000	300,000	350,000	300,000	-	965,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Transit Bus Stop Improvements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Transit Superintendent	Spring 2020	Fall 2024	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

<p>Construction of concrete bus stop pads, and installation of new solar powered transit shelters.</p> <p>This project is bringing transit stops in line with the Accessibility for Ontarians with Disabilities Act requirements.</p> <p>As new shelters are added the operating budget needs to be increased for maintenance.</p> <p>An application has been submitted for the Investing in Canada Infrastructure Program that would cover the majority of the cost of this replacement.</p>

Assessment

<p>Condition – Numerous stops are not accessible</p> <p>Risk Level – Low</p> <p>Criticality – Low</p> <p>Financial – Increase operating costs to maintain new infrastructure</p>
--

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Transit Stop Improvements	150,000	150,000	150,000	150,000	150,000	750,000
						-
						-
						-
						-
						-
Total Project Cost	150,000	150,000	150,000	150,000	150,000	750,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	150,000	150,000	150,000	150,000	150,000	750,000
Funding Sources						
Reserves/Reserve Funds	40,500	40,500	40,500	40,500	40,500	202,500
Potential Grants/Donations	109,500	109,500	109,500	109,500	109,500	547,500
Other						-
Total Funded	150,000	150,000	150,000	150,000	150,000	750,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Vehicle Replacements - Care-A-Van	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Transit Superintendent	Spring 2020	Fall 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Procure one new bus to replace an existing 7 year old Care-A-Van bus that is at the end of its useful life. The existing bus has becoming unreliable, leading to service disruptions, and requires a major overhaul to maintain operation. A new bus will reduce maintenance costs.

An application has been submitted for the Investing in Canada Infrastructure Program that would cover the majority of the cost of this replacement.

Assessment

Condition – Bus is at the end of its design life

Risk Level – High risk of service disruption and expensive maintenance work

Criticality – Important to maintain service and reduce operating expenses

Financial – Reduce operating costs for maintaining bus that is in poor condition

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Care-a-Van Bus Replacement	160,000					160,000
						-
						-
						-
						-
						-
Total Project Cost	160,000	-	-	-	-	160,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	160,000	-	-	-	-	160,000
Funding Sources						
Reserves/Reserve Funds	43,200					43,200
Potential Grants/Donations	116,800					116,800
Other						-
Total Funded	160,000	-	-	-	-	160,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Vehicle Replacements - Conventional Transit	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Transit Superintendent	Spring 2020	Fall 2024	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Procure two new buses per year to replace existing 12-year old buses that are at the end of their useful life. The existing buses are becoming unreliable, leading to service disruptions, and require major overhauls to maintain in operation. New buses will reduce maintenance costs.

An application has been submitted for the Investing in Canada Infrastructure Program that would cover the majority of the cost of these replacements.

Assessment

Condition – Buses are at the end of their design life

Risk Level – High risk of service disruption and expensive maintenance work

Criticality – Important to maintain service and reduce operating expenses

Financial – Reduce operating costs for maintaining buses that are in poor condition

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
2 Nova Buses	1,300,000					1,300,000
2 Nova Buses		1,300,000				1,300,000
2 Nova Buses			1,300,000			1,300,000
3 Nova Buses				1,950,000		1,950,000
3 ARBOCS and Nova Buses					1,300,000	1,300,000
						-
						-
Total Project Cost	1,300,000	1,300,000	1,300,000	1,950,000	1,300,000	7,150,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,300,000	1,300,000	1,300,000	1,950,000	1,300,000	7,150,000
Funding Sources						
Reserves/Reserve Funds	351,000	351,000	351,000	526,500	351,000	1,930,500
Potential Grants/Donations	949,000	949,000	949,000	1,423,500	949,000	5,219,500
Other						-
Total Funded	1,300,000	1,300,000	1,300,000	1,950,000	1,300,000	7,150,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category Water & Sewer
Department Engineering

Capital Project	6015 Development Charges	6025 Federal Gas Tax	6060 Disaster Mitigation Fund	6615 Capital Infra.	6616 Capital Infra. - Sewer	6617 Capital Infra. - Water	Potential Grants/ Subsidies/ Donations	Total
Biosolids Processing Upgrades	800,000				800,000			1,600,000
Combined Sewer Separation			800,000	400,000	850,000	150,000		2,200,000
Plank Road Reconstruction				42,000		150,000	208,000	400,000
Pumping Station Improvements					1,200,000			1,200,000
Sarnia Sewer Upgrade Project	8,242,500				2,257,500			10,500,000
Stormwater Management Facilities Rehabilitation					200,000			200,000
Water Pollution Control Centre Improvements		500,000						500,000
Watermain, Sanitary, and Storm Sewer Replacements	440,000			300,000	1,600,000	5,300,000		7,640,000
Grand Total	9,482,500	500,000	800,000	742,000	6,907,500	5,600,000	208,000	24,240,000

2020 Capital Project Request

Capital Project Name	Department
Biosolids Processing Upgrades - WPCC	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Superintendent of WPCC	January 2020	December 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Replace the biosolids infrastructure at the Water Pollution Control Centre. The current equipment and building used for the biosolids process is in very poor condition and has minimal redundancy. An upgraded system will reduce overtime costs.

Phase 1 (2020)

- 2 Cement Kiln Dust (CKD) silos with radar level detectors and load cells, with rotary air locks and CKD feed augers.
- A transfer conveyor with capacity for 3 centrifuges and a mixer bypass to an outside bin
- One (1) 30 ton/hr mixer (Cementech CSP2-30).
- Centrifuge PLC Control Panel upgrades and new operator interface panels. Control Panels relocated to existing control room.

Assessment

Condition - The current biosolids infrastructure is in very poor condition.

Risk Level – High, the equipment and building are likely to fail.

Criticality – High, if a major breakdown occurred there are limited alternative options and all would be expensive.

Financial – A new system would reduce overtime costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Biosolids Processing Upgrades Phase 1	1,600,000					1,600,000
Biosolids Processing Upgrades Phase 2		2,300,000				2,300,000
						-
						-
						-
						-
Total Project Cost	1,600,000	2,300,000	-	-	-	3,900,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,600,000	2,300,000	-	-	-	3,900,000
Funding Sources						
Reserves/Reserve Funds	1,600,000	2,300,000				3,900,000
Potential Grants/Donations						-
Other						-
Total Funded	1,600,000	2,300,000	-	-	-	3,900,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Combined Sewer Separation	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Design & Infrastructure	Spring 2020	Winter 2024	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Sewer separation refers to the practice of separating the combined sanitary and storm flows being conveyed in a single sewer pipe into two separate pipes; one dedicated to sanitary sewage and the other to storm water. As the City’s combined sewers are often found in the oldest infrastructure areas of the City, combined sewer separation projects typically include the reconstruction of all infrastructure within the City’s right-of-way.

Cameron Street is planned for 2020 and Wellington Street for 2021.

Matching funding is required to fully utilize the \$10M Disaster Mitigation and Adaptation Funding received from the Federal Government.

Assessment

Condition – Combined sewers result in excess strain at the treatment plant, can result in basement flooding and overflows. Infrastructure on these roads is generally in very poor condition.

Risk Level – Risk of basement flooding during wet weather events and risk of sewer pipes failing.

Criticality – With increasing frequency and intensity of wet weather events the likelihood of basement flooding increases. Asset failure results in costly emergency repair work.

Financial – Reduced operating costs to maintain infrastructure in poor condition, matching funds required to fully utilize grant funding.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Cameron Street	2,200,000					2,200,000
Wellington Street		1,600,000				1,600,000
Sewer Separation			4,150,000	4,850,000	5,150,000	14,150,000
						-
						-
						-
						-
Total Project Cost	2,200,000	1,600,000	4,150,000	4,850,000	5,150,000	17,950,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	2,200,000	1,600,000	4,150,000	4,850,000	5,150,000	17,950,000
Funding Sources						
Reserves/Reserve Funds	1,400,000	1,000,000	2,850,000	3,550,000	3,850,000	12,650,000
Potential Grants/Donations	800,000	600,000	1,300,000	1,300,000	1,300,000	5,300,000
Other						-
Total Funded	2,200,000	1,600,000	4,150,000	4,850,000	5,150,000	17,950,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Plank Road Reconstruction	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Design & Infrastructure	Spring 2020	2022	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Reconstruction of Plank Road between Indian Road South and Highway 40. The project will include the road, ditches, and watermain. The existing watermain and road are in poor condition. Detailed design is proposed for 2020 with construction being completed in 2021 and 2022. The project will reduce operating costs required to maintain the existing poor condition infrastructure.

An application has been submitted to the Investing in Canada Infrastructure Program, if successful the grant will contribute 83.3% up to a maximum of \$4.17M for the road reconstruction. The City would need to contribute the remaining portion of the road and all costs for the watermain.

Assessment

Condition – The road is in poor condition and the watermain has experienced numerous breaks.

Risk Level – High risk of road and watermain continuing to deteriorate.

Criticality – This is a major industrial road and service disruptions are likely.

Financial – Reduce operating costs for maintaining roads in poor condition, need to provide matching funds to utilize potential grant.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Design	400,000					400,000
Construction		3,465,000	3,735,000			7,200,000
						-
						-
						-
						-
Total Project Cost	400,000	3,465,000	3,735,000	-	-	7,600,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	400,000	3,465,000	3,735,000	-	-	7,600,000
Funding Sources						
Reserves/Reserve Funds	192,000	1,475,000	1,875,000			3,542,000
Potential Grants/Donations	208,000	1,990,000	1,860,000			4,058,000
Other						-
Total Funded	400,000	3,465,000	3,735,000	-	-	7,600,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Pumping Station Improvements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Superintendent, Environmental Services	Spring 2020	Ongoing	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Annual capital program for improvements/rehabilitation at various sanitary pumping stations throughout the City. Many sanitary pumping stations have reached the end of their useful life and require rehabilitation. If a sanitary pumping station fails it may cause basement flooding or result in non-compliance with our Ministry of the Environment, Conservation and Parks (MECP) Certificates of Approval. Capital upgrades to pumping stations will reduce maintenance and overtime costs.

Assessment

Condition – Many pumping stations have reached the end of their useful life and are in poor condition.

Risk Level – Failure could result in basement flooding and overflows.

Criticality – High, pumping stations must be maintained to reduce the probability of failure leading to basement flooding.

Financial – Reduced maintenance and overtime costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Construction/Rehabilitation PS#1, 2, 4, 15	1,200,000					1,200,000
Construction/Rehabilitation PS #3 (Smith & Loveless)		500,000				500,000
Construction/Rehabilitation PS #11 (Smith & Loveless)			750,000			750,000
Construction/Rehabilitation PS #13 (Smith & Loveless)				1,000,000		1,000,000
Construction/Rehabilitation PS #18 (Smith & Loveless)					1,000,000	1,000,000
						-
						-
Total Project Cost	1,200,000	500,000	750,000	1,000,000	1,000,000	4,450,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	1,200,000	500,000	750,000	1,000,000	1,000,000	4,450,000
Funding Sources						
Reserves/Reserve Funds	1,200,000	500,000	750,000	1,000,000	1,000,000	4,450,000
Potential Grants/Donations						-
Other						-
Total Funded	1,200,000	500,000	750,000	1,000,000	1,000,000	4,450,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Sarnia Sewer Upgrade Project	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager Operation Services/Manager of Design & Infrastructure	January 1, 2015	October 31, 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Construction of new gravity sanitary sewer, new sanitary forcemain, and new sanitary pumping station servicing approximately 50% of the City. This is one of the largest infrastructure projects ever undertaken in the city and will ensure sanitary sewer capacity for existing residents and future growth. The project is combining two large pumping stations into one, thus reducing operating costs.

This project is in part funded by Federal and Provincial grant under the New Building Canada-Small Community Fund (NBCF-SCF).

The Micro-tunnelling bids received were much higher than the initial estimate. Although the major complexities in this assignment were known and discussed with the bidders during the detailed design stage, additional concerns were brought to light after the tender closing which resulted in inflated bids. These items include: busy micro tunnelling market; anticipated delay in approval from CN for the crossing, due to lack of responsiveness from CN, this posed a risk to contractors from a scheduling stand point which can conflict with other on-going assignments and pursuits; and changes to union requirements for which minimum daily living allowances for remote sites (as Sarnia is considered remote) have been imposed recently in addition to room & board allowances.

Therefore, an additional \$3million is being requested for the Micro tunnelling component from Sewer reserve.

Assessment

Condition - The 'Sarnia Wastewater Collection System Modelling and Hydraulic Assessment Master Plan' was completed by Stantec in 2012. In this Study, the Bedford Pump Station, Green Street Pump Station and Murphy Road Pump Station were identified as limited in capacity, particularly under wet weather conditions.

Risk Level – Pumping station failure can lead to basement flooding and overflows and service disruption.

Criticality – During major rain events these pump stations run at 100% capacity with significant storage of flow in the upstream sanitary sewers leading to a risk of basement flooding. The Bright's Grove Lagoon system was also identified as top priority due to the limited capacity and effluent exceedances. The above projects were also identified as the top projects in the City's Core Infrastructure Asset Management Plan and are major concerns of the City due to capacity and operational issues.

Financial – This project will not only reduce the long term maintenance cost but also increase the capacity of collection system to accommodate future growth. Matching funds are required to fully utilize grant.

2020 Capital Project Request

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Bedford Pumping Station	7,500,000	6,000,000				13,500,000
Microtunnelling	3,000,000					3,000,000
						-
						-
						-
						-
Total Project Cost	10,500,000	6,000,000	-	-	-	16,500,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	10,500,000	6,000,000	-	-	-	16,500,000
Funding Sources						
Reserves/Reserve Funds	8,500,000	6,000,000	-	-	-	14,500,000
Potential Grants/Donations	2,000,000	-				2,000,000
Other						-
Total Funded	10,500,000	6,000,000	-	-	-	16,500,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Stormwater Management Facilities Rehabilitation (SWMF)	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Superintendent, Environmental Services	Spring 2020	Fall 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Rehabilitation and major cleaning of stormwater management facilities.

Stormwater management facilities require regular rehabilitation and cleaning in order to function properly, and control the quality and quantity of stormwater.

Assessment

Condition – Numerous ponds are reaching the timeline for their first major cleaning/rehabilitation.

Risk Level – Risk of ponds not achieving their intended design of quality and quantity control.

Criticality – Low, risk will increase as ponds continue to fill with sediment.

Financial – Reduce operating costs to maintain ponds not operating at maximum efficiency.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Construction/Rehabilitation/ Sampling Program	200,000	100,000	750,000	500,000	200,000	1,750,000
						-
						-
						-
						-
						-
Total Project Cost	200,000	100,000	750,000	500,000	200,000	1,750,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	200,000	100,000	750,000	500,000	200,000	1,750,000
Funding Sources						
Reserves/Reserve Funds	200,000	100,000	750,000	500,000	200,000	1,750,000
Potential Grants/Donations						-
Other						-
Total Funded	200,000	100,000	750,000	500,000	200,000	1,750,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Water Pollution Control Centre Improvements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
WPCC Superintendent	Spring 2020	Winter 2020	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

Various capital replacements and upgrades at the Water Pollution Control Centre. Components are at the end of their useful life and lack redundancy. Projects planned for 2020 include:

1. Interior lining, securing, and supporting of final effluent pipe between Secondary Clarifiers and UV system. Current pipe is failing.
2. Backup generator sizing & engineering. The existing generator only runs 2 of the 4 raw sewage pumps.
3. Energy efficiency upgrades based on energy audit to reduce operating costs. Includes flushing water system control, optimize dissolved air system control, and HVAC blower building controls.
4. Raw Sewage Flow meters (4 in total) – are at end of life, all sewage will enter the plant with new gravity sewer upgrade.

Assessment

Condition - Components are at the end of their useful life.

Risk Level - High, effluent pipe is a critical component of the plant and flow meters support the overall plant operation.

Criticality - Failure would negatively impact operation of the plant and could lead to overflows.

Financial - Energy efficiency projects will reduce operating costs.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Final Effluent Channel Pipe	75,000					75,000
Backup Generator Sizing & Engineering	25,000					25,000
Energy Upgrades	200,000					200,000
Raw Sewage Flow Meters	200,000					200,000
Backup Generator purchase and Installation				1,000,000		1,000,000
WPCC Improvements		500,000	750,000		1,000,000	2,250,000
						-
Total Project Cost	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000
Funding Sources						
Reserves/Reserve Funds	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000
Potential Grants/Donations						-
Other						-
Total Funded	500,000	500,000	750,000	1,000,000	1,000,000	3,750,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Watermain, Sanitary & Storm Sewer Replacements	Engineering

Project Manager	Start Date	Completion Date	Project Classification
Manager of Design & Infrastructure	Spring 2020	Winter 2021	Lifecycle Renewal

Project Description, Justification, & Impact on Operating

The purpose of this project is to complete the lifecycle replacement of watermains, sanitary sewers, and storm sewers in various locations throughout the City. Locations are selected based on poor condition of existing infrastructure or other needs like low water pressure or lack of sewer capacity. Replacing infrastructure at the end of its useful life reduces costly emergency repairs and general operating expenses.

Projects to be completed in 2020/2021 period include the following:

- Replacement of watermains on Lakeshore Road (Collaboration with County road replacement), Vidal Street Bridge, and LaSalle line.
- The Ferry Dock Hill/Cromwell Street overflow flap gate replacement.
- The update and calibration of the City's sanitary/storm water collection system models;
- Combined sewer and storm sewer relief studies.
- Development Area 1 ditch enclosure and sidewalk.

Assessment

Condition - Assets proposed for replacement have been identified as poor or very poor.

Risk Level - Low water pressure leads to a risk for fire, very poor condition infrastructure is at risk of failing.

Criticality - These assets are at high risk of failure resulting in service disruption and costly emergency repairs.

Financial - Reduction in operating expenses to maintain assets in poor condition.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Lakeshore Road	3,200,000	2,800,000				6,000,000
Vidal Bridge Watermain	800,000					800,000
LaSalle Watermain	900,000					900,000
Cathcart Flood Relief	500,000					500,000
Michigan Ditch Enclosure	500,000					500,000
London Road Sewer	200,000					200,000
Other	1,540,000	3,000,000	3,850,000	4,350,000	5,500,000	18,240,000
Total Project Cost	7,640,000	5,800,000	3,850,000	4,350,000	5,500,000	27,140,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	7,640,000	5,800,000	3,850,000	4,350,000	5,500,000	27,140,000
Funding Sources						
Reserves/Reserve Funds	7,640,000	5,800,000	3,850,000	4,350,000	5,500,000	27,140,000
Potential Grants/Donations						-
Other						-
Total Funded	7,640,000	5,800,000	3,850,000	4,350,000	5,500,000	27,140,000
Total Unfunded	-	-	-	-	-	-

Year 2020
Category Police
Department Police Services

Capital Project	6515 Police Bldg.	6520 911 Equip.	Total
911 Communication		405,000	405,000
Building Improvements	100,000		100,000
Grand Total	100,000	405,000	505,000

2020 Capital Project Request

Capital Project Name	Department
911 Communication	Police Services

Project Manager	Start Date	Completion Date	Project Classification
Chief of Police	January 1, 2020	June 30 ,2023	Service Improvement

Project Description, Justification, & Impact on Operating

The CRTC has mandated that all Public Safety Answering Points (PSAPs) update their networks to provide Next Generation 9-1-1 services. NG9-1-1 voice services must be enabled by June 30, 2020 and the current E9-1-1 system will be decommissioned in mid-2023. A more comprehensive information report on NG9-1-1 was submitted as part of the June 27, 2019 Police Services Board Agenda.

- 9-1-1 Services are a municipal responsibility. This item is identified with a segregated levy impact of 1.7% to the 2020 Police Operating Budget which impact would disappear if the project were funded through municipal reserves.
- The CRTC Emergency Services Working Group plans to release a basic list of telephony and IT infrastructure requirements and also a list of approved industry partners (vendors) in January 2020.
- It is expected that NG9-1-1 infrastructure improvements will continue over a three-year period and may necessitate the addition of 9-1-1 Communications and IT staff.

Assessment

Condition – Current E9-1-1 will no longer be available from Bell after June 30, 2023.

Risk Level – This infrastructure upgrade is critical to the continued operation of the 9-1-1 call centre and police and fire dispatch.

Criticality – Same.

Financial – This project is multi-year and the cost impact to the Police levy request will be identified separately each year.

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
NG-9-1-1 Improvements	405,000	150,000				555,000
						-
						-
						-
						-
						-
Total Project Cost	405,000	150,000	-	-	-	555,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	405,000	150,000	-	-	-	555,000
Funding Sources						
Reserves/Reserve Funds	405,000	150,000				555,000
Potential Grants/Donations						-
Other						-
Total Funded	405,000	150,000	-	-	-	555,000
Total Unfunded	-	-	-	-	-	-

2020 Capital Project Request

Capital Project Name	Department
Building Improvements - Customer Service Area	Police Services

Project Manager	Start Date	Completion Date	Project Classification
Chief of Police	January 1, 2020	December 31, 2020	Service Improvement

Project Description, Justification, & Impact on Operating

The front desk and lobby area of the police facility requires upgrades to improve customer service, functionality, use of space, security, accessibility and aesthetic appearance.

Assessment

Condition – High
Risk Level – Medium
Criticality – Medium
Financial – Low

Project Cost Breakdown

Project Component/Phase	2020	2021	2022	2023	2024	Total
Feasibility Study & Construction	100,000					100,000
						-
						-
						-
						-
						-
Total Project Cost	100,000	-	-	-	-	100,000

Funding Sources

Year	2020	2021	2022	2023	2024	Total
Validated Request	100,000	-	-	-	-	100,000
Funding Sources						
Reserves/Reserve Funds	100,000					100,000
Potential Grants/Donations						-
Other						-
Total Funded	100,000	-	-	-	-	100,000
Total Unfunded	-	-	-	-	-	-

RESERVE AND RESERVE FUNDS

Obligatory (have external restrictions):

Reserve Name	#	Purpose
Building Permit Revenue	6035	Administered under the Building Code Act. This reserve is used to offset Building Department administration and enforcement costs.
Development Charges (DCs)	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.
Disaster Mitigation Adaptation Fund	6060	\$10.4M in funding provided through the DMAF fund for a flooding & overflow mitigation project as per the approved agreement ending March 31, 2028.
Federal Gas Tax	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.
Federal Harbour	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.
ICIP	6055	For revenues and expenditures allocated as part of the Investing in Canada Infrastructure Program. Applications are currently pending approval; reserve will only be needed if approved. Investment in infrastructure projects will be allocated based on four priority areas in Ontario: public transit; green infrastructure; community, culture & recreation infrastructure; rural and northern communities.
OCIF	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.
Ontario Municipal Commuter Cycling	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.
Parkland Dedication	6005	Established under the Planning Act to provide funds for City parks improvements and other recreation purposes.
Provincial Gas Tax	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
911 Equipment	6520	Ensure funds are available for the future replacement of essential 911 equipment.
Accessibility	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.
Airport	6265	To fund the operation and maintenance of the Chris Hadfield Airport.
Bluewater Gymnastics	6340	To provide for major repairs and replacement for the Bluewater Gymnastics Building located at Lottie Neely Park.

Reserve Name	#	Purpose
Business Park	6300	Fund costs related to the development of industrial business parks.
Canatara Park Projects	6370	Funds donated to the City from the Estate of Edna Pocock for the purpose of capital projects and/or maintenance for Canatara Park.
Capital	6200	Source of funding for general capital needs. Generally used to fund capital items identified outside of the timeliness of the Capital budgeting process.
Capital Infrastructure	6615	Provide funding for major infrastructure rehabilitation and replacement.
Capital Infrastructure - Sewer	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.
Capital Infrastructure - Water	6617	Provide funding for major water infrastructure rehabilitation and replacement. Infrastructure included in this area are all City water meters, watermain valves and watermains.
Care-A-Van - Vehicle	6470	Funds to replace and maintain Care-A-Van vehicles.
City Hall Building	6495	Provide funds for major building rehabilitation and future replacement.
City Hall Printing	6500	Fund costs of major repairs and to replace equipment.
Computer Equipment Replacement	6490	To fund corporate IT equipment and infrastructure.
Development Contingency	6350	Fund the municipal portion of development services.
Election Expenses	6400	To fund costs of Municipal Elections.
Elm-High-Ex-Wood Park	6250	Monies collected by the Elm-High-Ex-Wood home owners association to build a passive park.
Emergency Measures Equipment	6530	Ensure funds are available for the future replacement of critical Emergency Measures Equipment.
Energy Management	6485	Provide funds for implementation of energy management initiatives.
Environmental	6245	Established to provide the City with a source of funding for environmental contingencies.
Façade Improvement Loan	6230	It is understood by Finance that this reserve is to offset any unforeseen issues with the Façade Loan program.
Fire Equipment	6510	Fund the necessary costs to replace fire equipment and apparatus within expected life cycle.
Fire Station	6600	Used for the capital maintenance and replacement of the City's Fire Halls.
Internal Borrowing Reserve	6900	To fund internal borrowing between reserves when borrowing is done against the total Reserve and Discretionary Reserve Fund balance rather than against a specific reserve.
Land Purchase	6440	Provide funds for purchase of land for municipal purposes.
Legacy Fund	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.
Library Facilities	6560	Fund the rehabilitation and maintenance needs for the City's Libraries.
Municipal Drain Rehabilitation	6619	Provide funds for the City's portion of reactive maintenance on the City's drain network.
Operating Contingency	6581	To offset unforeseen and unexpected general levy expenses.
Parking Reserve	6355	To provide funds for City owned parking lot repairs and replacement, and other parking related capital items (such as parking meters etc.).
Parks & Recreation Facilities	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.
Perch Creek Harbour	6305	Operation and maintenance of the Perch Creek Harbour (funds received from Fisheries & Oceans Canada (F&O) upon divestiture of this harbour).
Petro Chemical Area Levy	6625	New special area levy on petrol chemical area to fund the asset management and other costs related to having a petrol chemical area (i.e. sirens, special training, bridge replacement)
Police Building	6515	Provide funds for major building repairs and future replacement costs.
Police Equipment	6595	Used for the replacement of Police cruisers and other capital equipment items.

Reserve Name	#	Purpose
Police Operating Contingency	6565	To offset extraordinary and unforeseen expenditures related to Police expenses.
Sarnia Bay Capital Improvements	6335	Funds originally received from Province of Ontario upon the City's assumption of responsibility of Centennial Park and Sarnia Bay Marina.
Sarnia Harbour	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.
Seaway Kiwanis Campus	6635	To fund maintenance and future replacements within the Kiwanis Campus.
Self Insurance	6225	Deductibles on insurance claims against the City are funded from this reserve.
Sewage Treatment Plant	6535	Established to fund the on-going capital needs of the Water Treatment Control Centre.
Sewer Rates Stabilization	6590	Used to offset unforeseen and unexpected sewer levy expenses.
Strangway Centre Endowment	6240	This was set up through a bequest. Annual interest earned is transferred into the Strangway budget to help maintain reasonable membership rates.
Suncor Agora Capital	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.
Tax Stabilization	6580	To offset extraordinary and unforeseen general levy expenses, including property tax assessment appeals.
Tax Stabilization – Transit	6585	To offset extraordinary and unforeseen transit levy expenses, including property tax assessment appeals.
Transit - Building	6480	Provide funding for major transit building repairs, upgrades and future replacement.
Transit - Vehicle	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.
Water Rates Stabilization	6450	To offset extraordinary and unforeseen water levy expenses.
Waterfront Development	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.
Works Equipment	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.
WSIB Self Insurance	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.
YMCA	6235	Earnings on City established endowment fund of \$600,000 to be paid to YMCA.

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6005 Parkland Dedication Reserve Fund	Opening Balance	Opening Balance	108,332	103,332	123,332	143,332	163,332	183,332	203,332	223,332	243,332	263,332
	Projected Revenue	Direct to Reserves - Cash in Lieu of Parkland Levies	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Proposed	Capital - Park Infrastructure	(25,000)									
6005 Parkland Dedication Reserve Fund Total			103,332	123,332	143,332	163,332	183,332	203,332	223,332	243,332	263,332	283,332
6015 Development Charges	Opening Balance	Opening Balance	8,911,953	7,972,414	6,760,294	6,270,095	5,928,396	5,606,697	3,709,998	2,488,299	2,279,100	2,069,901
	Projected	Direct to Reserves - Development Charge Levies	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	1,000,000
		Reserve Transfer - From 6900 Internal Borrowing Reserve (10 Yr Loan for Rapids Pkwy Extension)		3,849,492								
		Reserves Transfer - From 6900 Internal Borrowing Reserve (10 Yr Loan for Bedford Project)	8,242,500									
	Proposed	Capital - Bio Solids Improvements (WW Services; Dev Area 2; Prj #16; PCP Biosolids Upgrade)	(800,000)									
		Capital - Bio Solids Improvements (WW Services; Other Urban Areas; Prj #12; PCP Biosolids Upgrade)		(1,150,000)								
		Capital - Confederation Multi-Use Trail (Sidewalks; Prj #4; Confed to Murphy to Upper Canada)	(312,039)									
		Capital - Park Infrastructure (Parkland Development; Prj #10; Trail Devel - Modeland/Heritage Prk)		(60,000)								
		Capital - Park Infrastructure (Parkland Development; Prj #11; Provision for Parkland Development)	(15,000)	(30,000)	(30,000)	(20,000)						
		Capital - Park Infrastructure (Parkland Development; Prj #4; Trail Devel - Blackwell/Modeland)			(30,000)							
		Capital - Park Infrastructure (Parkland Development; Prj #9; Access. Sun Shade Shelters - Cent Prk)	(45,000)									
		Capital - Rapids Pkwy Extension (Roads; Prj #16; Rapids Pkwy Ditch Enclosure)		(225,000)								
		Capital - Rapids Pkwy Extension (Roads; Prj #23; Bike Lane Infill for Modal Split)		(375,000)								
		Capital - Rapids Pkwy Extension (Roads; Prj #3; Rapids Pkwy - Sandpiper to Exmouth)		(525,000)								
		Capital - Rapids Pkwy Extension (Sidewalks; Prj #6; Rapids Pkwy Sidewalk)		(270,000)								
		Capital - Rapids Pkwy Extension (Stormwater; Other Urban Areas; Prj #1; Rapids Pkwy - Exmouth to Sandpiper)		(139,492)								

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year													
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029				
6015 Development Charges	Proposed	Capital - Rapids Pkwy Extension (Stormwater; Other Urban Areas; Prj #2; Rapids Pkwy Ditch Enclosure)		(270,000)												
		Capital - Rapids Pkwy Extension (Traffic Signals & Streetlights; Prj #5; Rapids Pkwy/Quinn)		(150,000)												
		Capital - Rapids Pkwy Extension (Traffic Signals & Streetlights; Prj #6; Rapids Pkwy/Exmouth)		(180,000)												
		Capital - Rapids Pkwy Extension (Water Services; Other Urban Areas; Prj #1; Rapids Pkwy - Exmouth to Sandpiper)		(540,000)												
		Capital - Rapids Pkwy Extension (WW Services; Other Urban Areas; Prj #14; Rapids Forcemain - pumpstation to Willa)	(265,000)	(1,175,000)												
		Capital - Sarnia Sewer Upgrade Project (WW Services; Dev Area 2; Prj #9; Bedford PS)	(3,382,500)													
		Capital - Sarnia Sewer Upgrade Project (WW Services; Other Urban Areas; Prj #3; Bedford PS)	(4,860,000)													
		Capital - Sports & Recreation (Indoor Recreation Services)				(214,000)										
		Capital - Sports & Recreation (Parkland Development; Prj #11; Provision for Parkland Development)		(40,000)												
		Capital - Sports & Recreation (Parkland Development; Prj #2; Sportsfield Devel & Improvements)	(62,500)	(32,000)	(7,000)		(112,500)									
		Capital - Sports & Recreation (Parkland Development; Prj #3; Camp Saredaca Main Bldg Expansion)									(1,012,500)					
		Capital - Sports & Recreation (Parkland Development; Prj #7; Canatara Prk - Lifeguard/Washroom/Changeroom/Concession)					(112,500)									
		Capital - Sports & Recreation (Parkland Development; Prj #8; Norm Perry Prk - Field House/Washrooms)									(1,687,500)					
		Capital - Watermain, Sanitary & Storm Sewer Replacement (Sidewalks; Prj #7; Michigan Ditch Enclosure & Sidewalk - Blackwell to Wheatly)	(440,000)													
		Direct from Reserves - Official Plan Review (Admin Studies; Prj #5; Official Plan Review)		(75,870)												
Reserve Transfer - To 6900 Internal Borrowing Reserve (2020 10 Yr Loan Repayment)		(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)		
Reserve Transfer - To 6900 Internal Borrowing Reserve (2021 10 Yr Loan Repayment)				(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)		
6015 Development Charges Total			7,972,414	6,760,294	6,270,095	5,928,396	5,606,697	3,709,998	2,488,299	2,279,100	2,069,901	1,860,702				

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6020 Provincial Gas Tax	Opening Balance	Opening Balance	1,267,327	1,073,444	879,561	402,178	559,295	365,412	522,529	679,646	500,613	672,580
	Projected Revenue	Direct to Reserves - Provincial Gas Tax	1,010,828	1,010,828	1,010,828	1,010,828	1,010,828	1,010,828	1,010,828	1,010,828	1,010,828	1,010,828
	Proposed	Capital - Transit Bus Stop Improvements	(40,500)	(40,500)	(40,500)	(40,500)	(40,500)	(40,500)	(40,500)	(25,650)	(25,650)	(27,000)
		Capital - Transit Facility Upgrades			(283,500)							
		Capital - Vehicle Replacements - Conventional Bus	(351,000)	(351,000)	(351,000)		(351,000)			(351,000)		(205,200)
		Transfer to Operating 3140 Transit Revenue	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)
		Transfer to Operating 3195 Care-A-Van Revenue	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
6020 Provincial Gas Tax Total			1,073,444	879,561	402,178	559,295	365,412	522,529	679,646	500,613	672,580	637,997
6025 Federal Gas Tax	Opening Balance	Opening Balance	3,084,678	1,386,570	907,185	427,800	547,137	916,474	1,185,811	1,455,148	1,724,485	1,993,822
	Projected Revenue	Direct to Reserves - Federal Gas Tax	2,171,892	2,270,615	2,270,615	2,369,337	2,369,337	2,369,337	2,369,337	2,369,337	2,369,337	2,369,337
	Proposed	Capital - Bridges & Culverts	(1,900,000)	(1,500,000)	(1,500,000)	(1,000,000)	(1,000,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)
		Capital - Lawrence House AODA Improvements	(240,000)									
		Capital - Library Improvements	(230,000)	(250,000)	(250,000)	(250,000)						
		Capital - Shoreline Protection	(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)	(1,000,000)
		Capital - Water Pollution Control Centre (WPCC) Improvements	(500,000)									
6025 Federal Gas Tax Total			1,386,570	907,185	427,800	547,137	916,474	1,185,811	1,455,148	1,724,485	1,993,822	2,263,159
6035 Building Permit Revenue	Opening Balance	Opening Balance	848,575	904,405	929,700	954,995	980,290	1,005,585	1,030,880	1,056,175	1,081,470	1,106,765
	Projected Revenue	Transfer from Operating 5020 Building	55,830	25,295	25,295	25,295	25,295	25,295	25,295	25,295	25,295	25,295
6035 Building Permit Revenue Total			904,405	929,700	954,995	980,290	1,005,585	1,030,880	1,056,175	1,081,470	1,106,765	1,132,060
6040 Federal Harbour Reserve Fund	Opening Balance	Opening Balance	2,276,258	1,997,720	1,718,182	1,438,644	1,159,106	879,568	600,030	320,492	40,954	
	Projected Revenue	Transfer from Operating 2065 Harbour	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
	Proposed	Transfer to Operating 2066 Sarnia Harbour	(288,538)	(289,538)	(289,538)	(289,538)	(289,538)	(289,538)	(289,538)	(289,538)	(50,954)	
6040 Federal Harbour Reserve Fund Total			1,997,720	1,718,182	1,438,644	1,159,106	879,568	600,030	320,492	40,954	0	
6045 OCIF	Opening Balance	Opening Balance	-	-	-	-	-	-	-	-	-	-
	Projected Revenue	Direct to Reserves - OCIF Funding	2,949,359	2,506,955	2,506,955	2,506,955	2,506,955	2,506,955	2,506,955	2,506,955	2,506,955	2,506,955
	Proposed	Capital - Road Rehabilitation	(2,949,359)	(2,506,955)	(2,506,955)	(2,506,955)	(2,506,955)	(2,506,955)	(2,506,955)	(2,506,955)	(2,506,955)	(2,506,955)
6045 OCIF Total			-	-	-	-	-	-	-	-	-	-
6050 Ontario Municipal Commuter Cycling	Opening Balance	Opening Balance	0	0	0	0	0	0	0	0	0	0
6050 Ontario Municipal Commuter Cycling Total			0	0	0	0	0	0	0	0	0	0

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year													
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029				
6055 ICIP - Investing in Canada Infrastructure Program	Opening Balance	Opening Balance	-	-	-	-	-	-	-	-	-	-	-	-		
	Projected Revenue	Direct to Reserves - Potential Grant - Active Transportation Infrastructure - Confederal Multi-Use Trail (ICIP)	857,961													
		Direct to Reserves - Potential Grant - AODA & Intersection Improvements (ICIP)	274,987	274,987	274,987											
		Direct to Reserves - Potential Grant - Computerized Maintenance Management System	500,000													
		Direct to Reserves - Potential Grant - Fleet Upgrades (ICIP)		255,500												
		Direct to Reserves - Potential Grant - Maintenance Equipment Upgrades & Replacements (ICIP)	10,950	219,000	255,500	219,000										
		Direct to Reserves - Potential Grant - Plank Road Reconstruction (ICIP)	208,000	1,990,000	1,860,000											
		Direct to Reserves - Potential Grant - Transit Bus Stop Improvements (ICIP)	109,500	109,500	109,500	109,500	109,500	109,500	109,500	109,500	69,350	69,350	73,000			
		Direct to Reserves - Potential Grant - Transit Facility Upgrades (ICIP)	292,000		766,500				255,500	365,000						
		Direct to Reserves - Potential Grant - Vehicle Replacement - Conventional Bus (ICIP)	949,000	949,000	949,000	1,423,500	949,000	861,400	978,200	949,000	949,000	949,000	554,800			
		Direct to Reserves - Potential Grant - Vehicle Replacements - Care-A-Van Bus (ICIP)	116,800					116,800					116,800			
		Proposed	Capital - Active Transportation Infrastructure - Confederation Multi-Use Trail (Potential ICIP Grant Funding)	(857,961)												
			Capital - AODA & Intersection Improvements (Potential Grant)	(274,987)	(274,987)	(274,987)										
			Capital - Computerized Maintenance Management System (Potential Grant)	(500,000)												
			Capital - Fleet Upgrades (Potential Grant)		(255,500)											
			Capital - Maintenance Equipment Upgrades & Replacements (Potential Grant)	(10,950)	(219,000)	(255,500)	(219,000)									
			Capital - Plank Road Reconstruction (Potential ICIP Grant)	(208,000)	(1,990,000)	(1,860,000)										
			Capital - Transit Bus Stop Improvements (Potential Grant)	(109,500)	(109,500)	(109,500)	(109,500)	(109,500)	(109,500)	(109,500)	(109,500)	(69,350)	(69,350)	(73,000)		
			Capital - Transit Facility Upgrades (Potential Grant)	(292,000)		(766,500)				(255,500)	(365,000)					
Capital - Vehicle Replacement - Conventional Bus (Potential Grant)	(949,000)	(949,000)	(949,000)	(1,423,500)	(949,000)	(861,400)	(978,200)	(949,000)	(949,000)	(949,000)	(554,800)					
Capital - Vehicle Replacements - Care-A-Van Bus (Potential Grant)	(116,800)						(116,800)						(116,800)			
6055 ICIP - Investing in Canada Infrastructure Program Total			-	-	-	-	-	-	-	-	-	-	-	-		

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
6060 Disaster Mitigation Fund	Opening Balance	Opening Balance	-	-	-	-	-	-	-	-	-	-	
	Projected Revenue	Direct to Reserves - Disaster Mitigation Funding - Sewer Separation	800,000	600,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	
	Proposed	Capital - Sewer Separation (Disaster Mitigation Funding)	(800,000)	(600,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	
6060 Disaster Mitigation Fund Total			-	-	-	-	-	-	-	-	-	-	
6200 Capital Reserve	Opening Balance	Opening Balance	3,202,306	2,189,174	4,849,580	4,059,010	7,521,442	10,513,375	12,400,307	15,249,740	18,099,172	21,036,414	
	Projected Revenue	Direct to Reserves - Cestar Donation (Oversize Load Corridor)	1,000,000	1,000,000									
		Direct to Reserves - Cox Garden Donation	120,000	104,148									
		Direct to Reserves - National Trade Corridor Grant - Oversize Load Corridor	630,000	1,900,000	1,150,000	800,000							
		Direct to Reserves - Potential Donations - Showmobile Replacement	85,000										
		Direct to Reserves - Rotary Club Loan	16,000	16,000	16,000	8,000							
		Internal Debt - Principle and Interest 5500 - 05780/05781	259,494	230,761	87,094	14,516	-						
		Retired Debt	1,414,873	1,443,606	1,587,272	1,606,852	1,621,368	1,621,368	1,621,368	1,621,368	1,709,178	2,102,038	
		Transfer from Operating 1200 Ontario Grants Unconditional - OMPF		879,019	879,019	879,019	879,019	879,019	879,019	879,019	879,019	879,019	
		Transfer from Operating 1350 Other Revenue - Slot Revenue	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	
		Transfer from Operating 2052 Property Maintenance - Lochiel Kiwanis Contribution	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
		Transfer from Operating 2490 Corporate Municipal	276,000	853,300	853,300	853,300	853,300	853,300	853,300	853,300	853,300	853,300	
		Transfer from Operating 2490 Repayment Lbt Mall Tax Assess	117,300										
		Transfer from Operating 3125 Transit Admin	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805	
		Transfer from Operating 3510 Sewer Admin	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345	
		Transfer from Operating 3705 Water Distribution	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	
		Transfer from reserve 6220 - WSIB 5 yr repayment plan	304,128	304,128									
		Transfer from Reserve 6565 Police Operating Contingency - Radio Communication System 2 Year Repayment Plan	141,828	141,828									
		Proposed	Capital - Arena Improvements			(1,000,000)			(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
			Capital - Capital Project Management & TCA Software	(120,000)									
		Capital - City Hall Building Improvements	(395,000)	(250,000)	(270,000)	(275,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
		Capital - Corporate Customer Relationship Management System	(50,000)	(250,000)									
		Capital - Electronic Documents & Records Management System	(130,000)	(100,000)	(100,000)	(100,000)							

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year																				
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029											
6200 Capital Reserve	Proposed	Capital - Emergency Fire Apparatus - Heavy Water Tower & Platform	(900,000)																				
		Capital - Energy Efficiency Projects																				(70,000)	
		Capital - Ferry Dock Hill	(300,000)																				
		Capital - Fire Station 1 AODA Improvements	(130,000)																				
		Capital - Fire Station 4 Facility Rehabilitation	(185,000)																				
		Capital - Lochiel Kiwanis Centre Building Improvements	(81,000)	(120,000)	(120,000)	(120,000)	(120,000)																
		Capital - Oversized Load Corridor (Cestar Donation)	(1,000,000)	(1,000,000)																			
		Capital - Oversized Load Corridor (NTC Funding)	(630,000)	(1,900,000)	(1,150,000)	(800,000)																	
		Capital - Park Infrastructure	(265,000)																				
		Capital - Public Works Facilities	(200,000)	(100,000)																			
		Capital - Showmobile Replacement	(65,000)																				
		Capital - Showmobile Replacement - Potential Donations	(85,000)																				
		Capital - Sports & Recreation	(1,077,500)	(803,000)	(3,319,000)					(737,500)	(962,500)												
		Direct from Reserves - Centennial Park Landscape Architect	(74,000)																				
		Direct from Reserves - Community Benefit Charge (CBC) Plan	(50,000)																				
		Direct from Reserves - Community Improvement Plan (CIP) - Consultant	(60,000)																				
		Direct from Reserves - Dog Licence Software	(40,000)																				
		Direct from Reserves - First Floor Upgrades		(74,000)																			
		Direct from Reserves - Lawrence House Flooring Replacement	(18,000)																				
		Direct from Reserves - Lochiel Kiwanis Major Maintenance	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Direct from Reserves - Official Plan Review		(149,130)																					
Direct from Reserves - Payroll System Implementation		(50,000)																					
Direct from Reserves - Sarnia Library Balcony Railing	(30,000)																						
Direct from Reserves - Sarnia Library Receiving Area Door		(12,000)																					
Direct from Reserves - Sarnia Library Sidewalk & Patio Replacement	(48,000)																						
Direct from Reserves - Zoning By-Law Improvements & Public Engagement Support Materials	(40,000)																						
6200 Capital Reserve Total			2,189,174	4,849,580	4,059,010	7,521,442	10,513,375	12,400,307	15,249,740	18,099,172	21,036,414	24,296,517											

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6210 Waterfront Development	Opening Balance	Opening Balance	195,722	195,256	260,456	325,656	390,856	456,056	521,256	586,456	651,656	716,856
	Projected Revenue	Direct to Reserves - External Source - Lease Revenue	25,200	25,200	25,200	25,200	25,200	25,200	25,200	25,200	25,200	25,200
		Direct to Reserves - External Source - Sidney Smith Dock User Fees	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Proposed	Direct from Reserves - Harbour Master Commission	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
		Transfer to 6300 Business Park Reserve - 3 Yr Payback	(65,666)									
6210 Waterfront Development Total			195,256	260,456	325,656	390,856	456,056	521,256	586,456	651,656	716,856	782,056
6220 WSIB Self Insurance	Opening Balance	Opening Balance	2,336,744	2,805,067	2,832,115	3,163,291	3,494,467	3,825,643	4,156,819	4,487,995	4,819,171	5,150,347
	Projected Revenue	Transfer from Operating - Payroll - WSIB	1,633,051	1,651,776	1,651,776	1,651,776	1,651,776	1,651,776	1,651,776	1,651,776	1,651,776	1,651,776
		Transfer from Operating 2490 WSIB 5 yr repayment plan	380,000									
		Transfer from Operating 2490 WSIB 5 yr repayment plan 2015	80,000									
	Proposed	Direct from Reserves - WSIB Claims Estimate	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)	(1,320,600)
		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)								
6220 WSIB Self Insurance Total			2,805,067	2,832,115	3,163,291	3,494,467	3,825,643	4,156,819	4,487,995	4,819,171	5,150,347	5,481,523
6225 Self-Insurance Reserve	Opening Balance	Opening Balance	1,201,762	1,159,979	1,118,196	1,076,413	1,034,630	992,847	951,064	909,281	867,498	825,715
	Projected Revenue	Transfer from Operating 2490 Corporate Municipal	445,000	445,000	445,000	445,000	445,000	445,000	445,000	445,000	445,000	445,000
		Transfer from Operating 3100 Transit Transportation	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500
		Transfer from Operating 3510 Sewer Admin	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229	2,229
		Transfer from Operating 3700 Water Admin	3,488	3,488	3,488	3,488	3,488	3,488	3,488	3,488	3,488	3,488
	Proposed	Direct from Reserves - Self Insurance Claims Payments	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)
6225 Self-Insurance Reserve Total			1,159,979	1,118,196	1,076,413	1,034,630	992,847	951,064	909,281	867,498	825,715	783,932
6230 Façade Improvement Loan	Opening Balance	Opening Balance	21,261	21,261	21,261	21,261	21,261	21,261	21,261	21,261	21,261	21,261
6230 Façade Improvement Loan Total			21,261	21,261	21,261	21,261	21,261	21,261	21,261	21,261	21,261	21,261
6235 YMCA Reserve	Opening Balance	Opening Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
	Projected Revenue	Direct to Reserves - Investment Interest	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
	Proposed	Direct from Reserves - YMCA Payments	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
6235 YMCA Reserve Total			600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6240 Strangway Centre Endowment	Opening Balance	Opening Balance	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378
	Projected Revenue	Direct to Reserves - Investment Interest	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
	Proposed	Direct from Reserves - Annual Interest Payment Strangway	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
6240 Strangway Centre Endowment Total			151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378
6245 Environmental Reserve	Opening Balance	Opening Balance	44,582	44,582	44,582	44,582	44,582	44,582	44,582	44,582	44,582	44,582
6245 Environmental Reserve Total			44,582	44,582	44,582	44,582	44,582	44,582	44,582	44,582	44,582	44,582
6250 Elm-High-Ex-Wood Park	Opening Balance	Opening Balance	4,859	4,859	4,859	4,859	4,859	4,859	4,859	4,859	4,859	4,859
6250 Elm-High-Ex-Wood Park Total			4,859	4,859	4,859	4,859	4,859	4,859	4,859	4,859	4,859	4,859
6265 Airport	Opening Balance	Opening Balance	8,244	33,244	58,244	83,244	108,244	133,244	158,244	183,244	208,244	233,244
	Projected Revenue	Transfer from Operating 2490 Corporate Municipal	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
6265 Airport Total			33,244	58,244	83,244	108,244	133,244	158,244	183,244	208,244	233,244	258,244
6270 Legacy Fund	Opening Balance	Opening Balance	50,625	48,225	45,825	43,425	41,025	38,625	36,225	33,825	31,425	29,025
	Proposed	Transfer to Operating 4601 Recreation Programs - Kids Funfest	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
6270 Legacy Fund Total			48,225	45,825	43,425	41,025	38,625	36,225	33,825	31,425	29,025	26,625
6300 Business Park	Opening Balance	Opening Balance	780,750	854,849	863,283	871,716	880,149	888,583	897,016	905,449	913,883	922,316
	Projected Revenue	Direct to Reserves - Rental Income	8,433	8,433	8,433	8,433	8,433	8,433	8,433	8,433	8,433	8,433
		Transfer from Operating 6210 Waterfront Development Reserve - 3 Yr Payback	65,666									
6300 Business Park Total			854,849	863,283	871,716	880,149	888,583	897,016	905,449	913,883	922,316	930,749
6305 Perch Creek Harbour	Opening Balance	Opening Balance	133,200	133,200	133,200	133,200	133,200	133,200	133,200	133,200	133,200	133,200
6305 Perch Creek Harbour Total			133,200	133,200	133,200	133,200	133,200	133,200	133,200	133,200	133,200	133,200
6335 Sarnia Bay Capital Improvements	Opening Balance	Opening Balance	20,110	7,610	5,110	12,610	20,110	37,610	55,110	72,610	90,110	107,610
	Projected Revenue	Direct to Reserves - External Source	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
		Transfer from Operating 4510 General Park Maintenance	20,000	20,000	20,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000
	Proposed	Direct from Reserves - Sarnia Bay Expenditures - Upgrades & Improvements		(25,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
		Direct from Reserves - Upgrades & Improvements	(35,000)									
6335 Sarnia Bay Capital Improvements Total			7,610	5,110	12,610	20,110	37,610	55,110	72,610	90,110	107,610	125,110

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6340 Bluewater Gymnastics	Opening Balance	Opening Balance	158,852	102,716	70,670	39,583	43,248	46,912	35,576	39,241	42,905	31,569
	Projected Revenue	Direct to Reserves - Lease Payment	23,664	23,664	23,664	23,664	23,664	23,664	23,664	23,664	23,664	23,664
	Proposed	Direct from Reserves - Principal Loan Repayment	(19,800)	(20,711)	(34,751)							
		Direct from Reserves - Upgrades & Improvements	(50,000)	(25,000)	(10,000)	(10,000)	(10,000)	(25,000)	(10,000)	(10,000)	(25,000)	(10,000)
		Transfer to Operating 4510 General Park Maintenance	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
6340 Bluewater Gymnastics Total			102,716	70,670	39,583	43,248	46,912	35,576	39,241	42,905	31,569	35,234
6350 Development Contingency	Opening Balance	Opening Balance	45,736	45,736	45,736	45,736	45,736	45,736	45,736	45,736	45,736	45,736
6350 Development Contingency Total			45,736	45,736	45,736	45,736	45,736	45,736	45,736	45,736	45,736	45,736
6355 Parking Reserve	Opening Balance	Opening Balance	68,464	12,464	36,464	60,464	84,464	108,464	132,464	156,464	180,464	204,464
	Projected Revenue	Transfer from Operating 5035 By-Law Enforcement	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
	Proposed	Direct from Reserves - Parking Ticket System	(70,000)									
		Direct from Reserves - Pay & Display Machine Replacement	(10,000)									
6355 Parking Reserve Total			12,464	36,464	60,464	84,464	108,464	132,464	156,464	180,464	204,464	228,464
6365 Sarnia Harbour	Opening Balance	Opening Balance	1,588,542	1,954,042	2,327,142	2,694,242	3,069,342	3,522,442	3,975,542	4,428,642	4,881,742	5,334,842
	Projected Revenue	Transfer from Operating 2066 Sarnia Harbour	449,500	453,100	453,100	453,100	453,100	453,100	453,100	453,100	453,100	453,100
	Proposed	Capital - 120 Seaway Road Building Improvements	(84,000)	(80,000)	(86,000)	(78,000)						
6365 Sarnia Harbour Total			1,954,042	2,327,142	2,694,242	3,069,342	3,522,442	3,975,542	4,428,642	4,881,742	5,334,842	5,787,942
6370 Canatara Park Projects	Opening Balance	Opening Balance	107,746	107,746	82,746	82,746	82,746	82,746	82,746	82,746	82,746	82,746
	Proposed	Direct from Reserves - Canatara Park Upgrades & Improvements		(25,000)								
6370 Canatara Park Projects Total			107,746	82,746	82,746	82,746	82,746	82,746	82,746	82,746	82,746	82,746
6400 Election Expenses	Opening Balance	Opening Balance	87,836	189,006	290,176	-	101,170	202,340	303,510	-	101,170	202,340
	Projected Revenue	Transfer from Operating 2100 Elections	101,170	101,170	101,170	101,170	101,170	101,170	101,170	101,170	101,170	101,170
	Proposed	Transfer to Operating 2100 Elections			(391,346)				(404,680)			
6400 Election Expenses Total			189,006	290,176	-	101,170	202,340	303,510	-	101,170	202,340	303,510
6430 Transit - Vehicle	Opening Balance	Opening Balance	523,342	722,125	826,408	1,025,191	697,474	896,257	776,440	613,423	812,206	659,989
	Projected Revenue	Retired Debt	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783
	Proposed	Capital - Fleet Upgrades		(94,500)								
		Capital - Vehicle Replacements - Conventional Bus				(526,500)		(318,600)	(361,800)		(351,000)	
6430 Transit - Vehicle Total			722,125	826,408	1,025,191	697,474	896,257	776,440	613,423	812,206	659,989	858,772

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6440 Land Purchase	Opening Balance	Opening Balance	92,668	92,668	92,668	92,668	92,668	92,668	92,668	92,668	92,668	92,668
6440 Land Purchase Total			92,668	92,668	92,668	92,668	92,668	92,668	92,668	92,668	92,668	92,668
6450 Water Rates Stabilization	Opening Balance	Opening Balance	944,133	944,133	944,133	944,133	944,133	944,133	944,133	944,133	944,133	944,133
6450 Water Rates Stabilization Total			944,133	944,133	944,133	944,133	944,133	944,133	944,133	944,133	944,133	944,133
6470 Care-A-Van - Vehicle	Opening Balance	Opening Balance	44,994	19,500	37,206	54,913	72,619	90,325	64,832	82,538	100,244	117,951
	Projected Revenue	Retired Debt	17,706	17,706	17,706	17,706	17,706	17,706	17,706	17,706	17,706	17,706
	Proposed	Capital - Vehicle Replacements - Care-A-Van Bus	(43,200)					(43,200)				(43,200)
6470 Care-A-Van - Vehicle Total			19,500	37,206	54,913	72,619	90,325	64,832	82,538	100,244	117,951	92,457
6480 Transit Building	Opening Balance	Opening Balance	146,007	53,957	79,333	177,585	289,337	482,089	580,341	638,093	830,845	1,023,597
	Projected Revenue	Transfer from Operating 1055 Taxation - Transit Area - Asset Management		86,376	172,752	172,752	172,752	172,752	172,752	172,752	172,752	172,752
		Transfer from Operating 3120 Transit Premises	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
		Transfer from Operating 3170 Care-A-Van	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Proposed	Capital - Maintenance Equipment Upgrades & Replacements	(4,050)	(81,000)	(94,500)	(81,000)						
		Capital - Transit Facility Upgrades	(108,000)					(94,500)	(135,000)			
6480 Transit Building Total			53,957	79,333	177,585	289,337	482,089	580,341	638,093	830,845	1,023,597	1,216,349
6485 Energy Management	Opening Balance	Opening Balance	182,895	161,418	144,941	123,464	101,987	90,510	79,033	52,556	41,079	19,602
	Projected Revenue	Transfer from Operating 2490 Corporate Municipal	303,523	303,523	303,523	303,523	303,523	303,523	303,523	303,523	303,523	303,523
	Proposed	Capital - Energy Efficiency Projects	(325,000)	(320,000)	(325,000)	(325,000)	(315,000)	(315,000)	(330,000)	(315,000)	(325,000)	(300,000)
6485 Energy Management Total			161,418	144,941	123,464	101,987	90,510	79,033	52,556	41,079	19,602	23,125
6490 Computer Equipment Replacement	Opening Balance	Opening Balance	222,884	307,884	392,884	277,884	307,884	317,884	307,884	297,884	287,884	277,884
	Projected Revenue	Retired Debt	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
		Transfer from Operating 2022 IT	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Proposed	Capital - IT Hardware Asset Lifecycle	(165,000)	(165,000)	(365,000)	(220,000)	(240,000)	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)
6490 Computer Equipment Replacement Total			307,884	392,884	277,884	307,884	317,884	307,884	297,884	287,884	277,884	267,884

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
6495 City Hall Building	Opening Balance	Opening Balance	67,737	67,737	65,737	105,737	145,737	185,737	225,737	265,737	305,737	345,737	
	Projected Revenue	Transfer from Operating 2052 Property	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
	Proposed	Direct from Reserves - City Hall Exterior Wall Repairs	(40,000)										
		Direct from Reserves - Committee Room 3 & 4 Furniture Replacement		(24,000)									
		Direct from Reserves - First Floor Carpet Replacement		(18,000)									
6495 City Hall Building Total			67,737	65,737	105,737	145,737	185,737	225,737	265,737	305,737	345,737	385,737	
6500 City Hall Printing Room	Opening Balance	Opening Balance	92,123	99,023	105,923	112,823	119,723	126,623	133,523	140,423	147,323	154,223	
	Projected Revenue	Transfer from Operating 2052 Property	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	
6500 City Hall Printing Room Total			99,023	105,923	112,823	119,723	126,623	133,523	140,423	147,323	154,223	161,123	
6510 Fire Equipment	Opening Balance	Opening Balance	159,468	499,070	(1,880,328)	(1,447,726)	(2,215,124)	(2,467,522)	(1,954,920)	(2,222,318)	(2,509,716)	(2,402,114)	
	Projected Revenue	Direct to Reserves - Donation (Fire Extinguisher Training Unit)	6,000										
			Direct to Reserves - Fire Marque Cost Recovery Program	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
			Retired Debt	547,602	547,602	547,602	547,602	547,602	547,602	547,602	547,602	547,602	547,602
			Transfer from Operating 2500 Fire Officers	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
	Proposed		Capital - Chief 3 Command Vehicle Replacement				(130,000)						
			Capital - Bunker Gear Phase 1				(420,000)						
			Capital - Bunker Gear Phase 2									(425,000)	
			Capital - Engine 1 Replacement										(925,000)
			Capital - Engine 3 Replacement								(925,000)		
			Capital - Engine 5 Replacement							(900,000)			
			Capital - Firefighter Personal Protection - Self Contained Breathing Apparatus (SCBA)		(710,000)								
			Capital - Ladder Truck #2 Replacement		(1,500,000)								
			Capital - Ladder Truck #4 Replacement						(900,000)				
			Capital - Marine Vessel							(160,000)			
			Capital - Pumper-tanker Replacement				(800,000)						
			Capital - Radio System & User Gear	(100,000)	(650,000)								
			Direct from Reserves - Bunker Gear	(94,000)	(92,000)	(90,000)							
			Direct from Reserves - Chief 1				(45,000)						
			Direct from Reserves - Chief 2			(70,000)							
	Direct from Reserves - FPO-2		(40,000)										
	Direct from Reserves - FPO-3				(45,000)								
	Direct from Reserves - FSI-2		(45,000)										
	Direct from Reserves - Haz-1 Trailer						(25,000)						
	Direct from Reserves - Hose & Nozzles	(20,000)	(15,000)	(10,000)									

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
6510 Fire Equipment	Proposed	Direct from Reserves - Mech-1										(75,000)	
		Direct from Reserves - PE-1									(35,000)		
		Direct from Reserves - Records Management System Upgrade	(40,000)										
		Direct from Reserves - S-9										(65,000)	
		Direct from Reserves - Small Vehicle - FPO-1	(40,000)										
		Direct from Reserves - Small Vehicle - FSI-1	(45,000)										
		Direct from Reserves - SO-1											(65,000)
		Direct from Reserves - SO-2								(40,000)			
		Direct from Reserves - TSO-1				(70,000)							
		Direct from Reserves - TSO-2											(45,000)
6510 Fire Equipment Total			499,070	(1,880,328)	(1,447,726)	(2,215,124)	(2,467,522)	(1,954,920)	(2,222,318)	(2,509,716)	(2,402,114)	(2,764,512)	
6515 Police Building	Opening Balance	Opening Balance	70,913	70,913	75,913	290,913	55,913	320,913	585,913	850,913	1,165,913	1,530,913	
	Projected Revenue	Transfer from Operating 2625 Police - Station	200,000	200,000	300,000	350,000	350,000	350,000	350,000	400,000	450,000	450,000	
	Proposed	Capital - Building Upgrades	(100,000)	(100,000)		(500,000)							
		Direct from Reserves - Building Upgrades	(90,000)	(85,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(90,000)	
		Direct from Reserves - Furnishings	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	
6515 Police Building Total			70,913	75,913	290,913	55,913	320,913	585,913	850,913	1,165,913	1,530,913	1,880,913	
6520 911 Equipment	Opening Balance	Opening Balance	41,004	43,704	296,404	664,104	1,021,804	1,424,504	1,792,204	2,149,904	2,552,604	2,920,304	
	Projected Revenue	Direct to Reserves - Lease	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	
		Transfer from Operating 2610 Police - Communications	405,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	
	Proposed	Capital - Upgrade Radio Comm. System (est'd 2035)											(2,240,000)
		Capital - Upgrades Next Generation 911	(405,000)	(150,000)									
		Direct from Reserves - Upgrades Next Generation 911			(35,000)	(45,000)			(35,000)	(45,000)		(35,000)	(45,000)
6520 911 Equipment Total			43,704	296,404	664,104	1,021,804	1,424,504	1,792,204	2,149,904	2,552,604	2,920,304	1,035,304	
6525 Works Equipment	Opening Balance	Opening Balance	1,020,822	1,283,720	1,809,573	2,436,426	3,063,279	3,690,132	4,316,985	4,943,838	5,570,691	6,197,544	
	Projected Revenue	Transfer from Operating 2022 IT	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	
		Transfer from Operating 2052 Property	36,200	36,200	36,200	36,200	36,200	36,200	36,200	36,200	36,200	36,200	
		Transfer from Operating 3005 PW Admin	22,200	22,200	22,200	22,200	22,200	22,200	22,200	22,200	22,200	22,200	
		Transfer from Operating 3008 Road Maintenance Rural	312,212	378,212	378,212	378,212	378,212	378,212	378,212	378,212	378,212	378,212	
		Transfer from Operating 3009 Street Maintenance Concrete	116,169	123,900	123,900	123,900	123,900	123,900	123,900	123,900	123,900	123,900	
		Transfer from Operating 3010 Street Maintenance Urban	346,571	364,700	364,700	364,700	364,700	364,700	364,700	364,700	364,700	364,700	

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
6525 Works Equipment	Projected Revenue	Transfer from Operating 3011 Street Maintenance Winter	436,568	445,500	445,500	445,500	445,500	445,500	445,500	445,500	445,500	445,500	445,500
		Transfer from Operating 3015 Work Centre	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300
		Transfer from Operating 3034 Engineering Traffic	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600
		Transfer from Operating 3035 Engineering Development	17,300	17,300	17,300	17,300	17,300	17,300	17,300	17,300	17,300	17,300	17,300
		Transfer from Operating 3036 Engineering Construction	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
		Transfer from Operating 3040 Municipal Drains	6,450	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600
		Transfer from Operating 3500 Sanitary Sewer Maintenance	365,300	365,300	365,300	365,300	365,300	365,300	365,300	365,300	365,300	365,300	365,300
		Transfer from Operating 3501 Pump Station Maintenance	96,400	96,400	96,400	96,400	96,400	96,400	96,400	96,400	96,400	96,400	96,400
		Transfer from Operating 3505 WPCC	25,800	25,800	25,800	25,800	25,800	25,800	25,800	25,800	25,800	25,800	25,800
		Transfer from Operating 3506 BG Lagoons	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300
		Transfer from Operating 3507 Bio-Solids	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900	26,900
		Transfer from Operating 3705 Water Distribution	374,400	374,400	374,400	374,400	374,400	374,400	374,400	374,400	374,400	374,400	374,400
		Transfer from Operating 3706 Lead Reduction	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
		Transfer from Operating 3880 Garbage Recycling	23,834	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700	26,700
		Transfer from Operating 4510 General Park Maintenance	618,425	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400
		Transfer from Operating 4511 Sports Field Maintenance	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
		Transfer from Operating 4515 Greenhouse	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
		Transfer from Operating 4551 Arboriculture	293,200	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600
		Transfer from Operating 4700 Arenas Admin	23,450	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600
		Transfer from Operating 4705 Sarnia Arena	28,375	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500
		Transfer from Operating 4708 Clearwater Arena	36,375	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
		Transfer from Operating 4710 PASA	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
		Transfer from Operating 5020 Building Department	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100
Transfer from Operating 5035 By-Law Enforcement	59,650	62,200	62,200	62,200	62,200	62,200	62,200	62,200	62,200	62,200	62,200		
6525 Works Equipment Total	Proposed	Direct from Reserves - Equipment (Fleet) Replacement	(1,206,500)	(1,201,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	(1,100,000)	
		Transfer to Operating 3005 PW Admin	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
		Transfer to Operating 3015 Work Centre	(594,743)	(612,399)	(612,399)	(612,399)	(612,399)	(612,399)	(612,399)	(612,399)	(612,399)	(612,399)	
		Transfer to Operating 3020 Equipment Maintenance	(1,347,438)	(1,356,960)	(1,356,960)	(1,356,960)	(1,356,960)	(1,356,960)	(1,356,960)	(1,356,960)	(1,356,960)	(1,356,960)	
6525 Works Equipment Total		1,283,720	1,809,573	2,436,426	3,063,279	3,690,132	4,316,985	4,943,838	5,570,691	6,197,544	6,824,397		
6530 Emergency Management	Opening Balance	Opening Balance	35,459	51,459	67,459	83,459	99,459	115,459	131,459	147,459	163,459	179,459	
	Projected Revenue	Transfer from Operating 2780 Emergency Management	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	
6530 Emergency Management Total			51,459	67,459	83,459	99,459	115,459	131,459	147,459	163,459	179,459	195,459	

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6535 Sewage Treatment Plant	Opening Balance	Opening Balance	195,621	210,621	225,621	240,621	255,621	270,621	285,621	300,621	315,621	330,621
	Projected Revenue	Direct to Reserves - Sewage Tickets	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
6535 Sewage Treatment Plant Total			210,621	225,621	240,621	255,621	270,621	285,621	300,621	315,621	330,621	345,621
6560 Library Facilities	Opening Balance	Opening Balance	37,729	55,229	28,229	45,729	63,229	80,729	98,229	115,729	133,229	150,729
	Projected Revenue	Transfer from Operating 4900 Sarnia Public Library	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500
		Transfer from Operating 4901 Lawrence House	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
		Transfer from Operating 4903 Faithorne Library	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	Proposed	Direct from Reserves - Faithorne Floor Refurbishment		(20,000)								
		Direct from Reserves - Faithorne Library AC Unit		(4,500)								
		Direct from Reserves - Sarnia Library Brick Replacement		(20,000)								
6560 Library Facilities Total			55,229	28,229	45,729	63,229	80,729	98,229	115,729	133,229	150,729	168,229
6565 Police Operating Contingency	Opening Balance	Opening Balance	100,262	58,434	16,606	166,606	316,606	466,606	616,606	766,606	916,606	1,066,606
	Projected Revenue	Transfer from Operating 2625 Police Station	100,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Proposed	Transfer to Reserve 6200 Capital (2 Year Payback)	(141,828)	(141,828)								
6565 Police Operating Contingency Total			58,434	16,606	166,606	316,606	466,606	616,606	766,606	916,606	1,066,606	1,216,606
6580 Tax Stabilization	Opening Balance	Opening Balance	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359
	Projected Revenue	Transfer from Operating 1000 Taxation City	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
	Proposed	Direct from Reserves - Tax Appeals	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
6580 Tax Stabilization Total			3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359	3,031,359
6581 Operating Contingency	Opening Balance	Opening Balance	5,178,537	5,428,537	5,678,537	5,928,537	6,178,537	6,428,537	6,678,537	6,928,537	7,178,537	7,428,537
	Projected Revenue	Transfer from Operating 2490 Corp Municipal	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
6581 Operating Contingency Total			5,428,537	5,678,537	5,928,537	6,178,537	6,428,537	6,678,537	6,928,537	7,178,537	7,428,537	7,678,537
6585 Tax Stabilization - Transit	Opening Balance	Opening Balance	233,405	233,405	233,405	233,405	233,405	233,405	233,405	233,405	233,405	233,405
	Projected Revenue	Transfer from Operating 1055 Taxation Transit Area	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Proposed	Direct from Reserves - Tax Appeals	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
6585 Tax Stabilization - Transit Total			233,405	233,405	233,405	233,405	233,405	233,405	233,405	233,405	233,405	233,405

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6590 Sewer Rates Stabilization	Opening Balance	Opening Balance	525,120	525,120	525,120	525,120	525,120	525,120	525,120	525,120	525,120	525,120
6590 Sewer Rates Stabilization Total			525,120	525,120	525,120	525,120	525,120	525,120	525,120	525,120	525,120	525,120
6595 Police Equipment	Opening Balance	Opening Balance	85,848	25,848	73,348	83,848	306,348	413,848	648,848	721,348	923,848	1,153,348
	Projected Revenue	Direct to Reserves - Sale of Vehicles	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
		Transfer from Operating 2625 Police - Station	562,500	700,000	700,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
	Proposed	Direct from Reserves - Police Equipment	(115,000)	(35,000)	(180,000)		(50,000)		(180,000)	(95,000)		
		Direct from Reserves - Police Technology	(1,500)	(116,500)	(8,500)	(31,500)	(41,500)	(64,000)	(1,500)	(1,500)	(69,500)	(41,500)
		Direct from Reserves - Systems & Software	(180,000)	(175,000)	(175,000)	(220,000)	(275,000)	(175,000)	(220,000)	(175,000)	(175,000)	(145,000)
		Direct from Reserves - Vehicle (Fleet) Replacement - Police	(366,000)	(366,000)	(366,000)	(366,000)	(366,000)	(366,000)	(366,000)	(366,000)	(366,000)	(365,000)
6595 Police Equipment Total			25,848	73,348	83,848	306,348	413,848	648,848	721,348	923,848	1,153,348	1,441,848
6600 Fire Station	Opening Balance	Opening Balance	10,585	15,185	(967,715)	(3,895,215)	(3,785,215)	(3,672,715)	(4,107,715)	(3,990,215)	(3,870,215)	(3,747,715)
	Projected Revenue	Direct to Reserves - External Source	2,100	2,100								
		Retired Debt	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
		Transfer from Operating 2500 Fire Officers	2,500	5,000	7,500	10,000	12,500	15,000	17,500	20,000	22,500	25,000
	Proposed	Capital - Fire Station 3 Demolition, Design & Construction	(100,000)	(1,090,000)	(2,160,000)							
		Capital - Station 1 Rehabilitation & Expansion			(875,000)							
		Capital - Station Paving						(550,000)				
6600 Fire Station Total			15,185	(967,715)	(3,895,215)	(3,785,215)	(3,672,715)	(4,107,715)	(3,990,215)	(3,870,215)	(3,747,715)	(3,622,715)
6610 Park/Rec Facilities	Opening Balance	Opening Balance	42,779	249,308	278,338	1,109,867	321,396	207,925	1,094,454	1,253,483	1,310,013	1,366,542
	Projected Revenue	Direct to Reserves - Sting Surcharge Revenue	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
		Direct to Reserves -Potential Donations - Park Infrastructure	10,000									
		Direct to Reserves -Potential Donations - Sports & Recreation	50,000	75,000	500,000		100,000					
		Direct to Reserves -Potential Grant - Park Infrastructure (Canadian Experiences Fund)	475,000									
		Direct to Reserves -Potential Loan - Arena Improvements (Sting Dressing Room)		600,000								
		Retired Debt	950,529	950,529	950,529	950,529	950,529	950,529	950,529	950,529	950,529	950,529
		Transfer from Operating 2490 Corporate Municipal	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
		Transfer from Operating 4510 General Park Maintenance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
6610 Park/Rec Facilities	Proposed	Capital - Arena Improvements	(1,000,000)	(1,000,000)		(790,000)	(1,000,000)						
		Capital - Arena Improvements (Loan)		(600,000)									
		Capital - Park Infrastructure		(177,500)	(225,000)	(247,500)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	
		Capital - Park Infrastructure (Canadian Experiences Fund)	(475,000)										
		Capital - Park Infrastructure (Donations)	(10,000)										
		Capital - Sports & Recreation				(837,500)			(727,500)	(950,000)	(950,000)	(950,000)	
		Capital - Sports & Recreation (Donations)	(50,000)	(75,000)	(500,000)		(100,000)						
		Direct from Reserves - Loan Repayment (5 Years)			(150,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)			
6610 Park/Rec Facilities Total			249,308	278,338	1,109,867	321,396	207,925	1,094,454	1,253,483	1,310,013	1,366,542	1,423,071	
6615 Capital Infrastructure	Opening Balance	Opening Balance	895,783	2,726,435	6,603,447	12,286,242	17,849,033	23,461,824	28,774,615	34,137,406	39,400,197	44,562,988	
	Projected Revenue	Retired Debt	939,517	939,517	939,517	939,517	939,517	939,517	939,517	939,517	939,517	939,517	
		Transfer from Operating 1350 Other Revenue - Interest Allocation	909,063	909,063	909,063	909,063	909,063	909,063	909,063	909,063	909,063	909,063	909,063
		Transfer from Operating 2490 Corp Municipal	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000
		Transfer from Operating 2490 Corp Municipal - Asset Management	1,485,752	2,971,504	4,457,256	4,457,256	4,457,256	4,457,256	4,457,256	4,457,256	4,457,256	4,457,256	4,457,256
	Proposed	Capital - AODA & Intersection Improvements	(100,013)	(100,013)	(100,013)								
		Capital - Parking Lot Reconstruction	(325,000)										
		Capital - Plank Road Reconstruction	(42,000)	(250,000)	(250,000)								
		Capital - Rapids Pkwy Extension	(35,000)	(428,215)									
		Capital - Road Rehabilitation	(50,641)	(593,045)	(693,045)	(1,193,045)	(1,493,045)	(1,593,045)	(1,693,045)	(1,793,045)	(1,893,045)	(1,993,045)	
		Capital - Sewer Separation	(400,000)	(300,000)	(150,000)	(250,000)	(150,000)	(250,000)	(150,000)	(150,000)	(150,000)	(150,000)	
		Capital - Shoreline Protection	(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)	(1,000,000)	
		Capital - Soil Management Site	(100,000)										
		Capital - Stormwater Management Facilities			(250,000)	(250,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
		Capital - Streetlights	(100,000)	(100,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
		Capital - Traffic Signals	(100,000)	(100,000)	(100,000)	(150,000)	(150,000)	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	
		Capital - Transportation Master Plan & Streetscape Improvements	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
		Capital - Watermain, Sanitary & Storm Sewer Replacement	(300,000)		(200,000)	(250,000)	(150,000)	(250,000)	(150,000)	(150,000)	(150,000)	(150,000)	
		Direct from Reserves - Subsurface Investigation of Former Michigan Ave. Landfill	(120,000)										
		Transfer to Operating 2020 Accounting - Asset Management	(136,562)										
		Transfer to Operating 2550 Fire Stations - Asset Management	(185,000)	(30,000)									
	Transfer to Operating 3008 Roads Maintenance - Rural - Asset Management (Fleet)	(263,581)	(131,832)										
	Transfer to Operating 3009 Streets Maintenance - Concrete - Asset Management	(30,000)											

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year											
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		
6615 Capital Infrastructure	Proposed	Transfer to Operating 3009 Streets Maintenance - Concrete - Asset Management (Fleet)	(23,195)	(15,463)	(7,731)									
		Transfer to Operating 3010 Streets Maintenance - Urban - Asset Management	(39,000)											
		Transfer to Operating 3010 Streets Maintenance - Urban - Asset Management (Fleet)	(54,388)	(36,258)	(18,129)									
		Transfer to Operating 3011 Winter Maintenance - Asset Management (Fleet)	(26,976)	(19,364)	(9,682)									
		Transfer to Operating 3034 Engineering - Traffic - Asset Management	(39,000)											
		Transfer to Operating 3040 Municipal Drains - Asset Management (Fleet)	(6,450)	(4,300)	(2,150)									
		Transfer to Operating 3880 Recycling & Comport Collection - Asset Management (Fleet)	(8,599)	(5,732)	(2,866)									
		Transfer to Operating 4510 General Park Maintenance - Asset Management (Fleet)	(233,925)	(155,950)	(77,975)									
		Transfer to Operating 4551 Arboriculture - Asset Management (Fleet)	(259,200)	(172,800)	(86,400)									
		Transfer to Operating 4700 Arenas Admin - Asset Management (Fleet)	(9,450)	(6,300)	(3,150)									
		Transfer to Operating 4705 Sarnia Arena - Asset Management (Fleet)	(12,375)	(8,250)	(4,125)									
		Transfer to Operating 4708 Clearwater Arena - Asset Management (Fleet)	(13,875)	(9,250)	(4,625)									
		Transfer to Operating 4710 PASA - Asset Management (Fleet)	(31,800)	(21,200)	(10,600)									
		Transfer to Operating 5035 By-Law Enforcement - Asset Management (Fleet)	(7,650)	(5,100)	(2,550)									
6615 Capital Infrastructure Total			2,726,435	6,603,447	12,286,242	17,849,033	23,461,824	28,774,615	34,137,406	39,400,197	44,562,988	49,625,779		
6616 Capital Infrastructure - Sewer	Opening Balance	Opening Balance	7,786,380	8,170,837	3,993,257	4,957,391	5,690,907	6,274,423	6,757,939	6,941,455	7,124,971	7,308,487		
	Projected Revenue	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project	2,000,000											
		Retired Debt	1,345,605	1,826,924	2,590,130	2,659,512	2,659,512	2,659,512	2,659,512	2,659,512	2,659,512	2,659,512	2,659,512	
		Transfer from Operating 3500 Sanitary Sewer Maintenance	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	4,306,040	
		Transfer from Operating 3500 Sanitary Sewer Maintenance - Asset Management	347,735	347,735	347,735	347,735	347,735	347,735	347,735	347,735	347,735	347,735	347,735	
		Transfer from Operating 3600 Storm Sewer Maintenance	153,377	153,377	153,377	153,377	153,377	153,377	153,377	153,377	153,377	153,377	153,377	
		Transfer from Operating 3600 Storm Sewer Maintenance - Asset Management	16,852	16,852	16,852	16,852	16,852	16,852	16,852	16,852	16,852	16,852	16,852	
	Proposed	Capital - Bio Solids Improvements	(800,000)	(1,150,000)										

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year												
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029			
6616 Capital Infrastructure - Sewer	Proposed	Capital - Computerized Maintenance Management System	(200,000)												
		Capital - Public Works Facilities	(175,000)	(200,000)	(150,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
		Capital - Pumping Station Improvements	(1,200,000)	(500,000)	(750,000)	(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)	
		Capital - Rapids Pkwy Extension		(378,508)											
		Capital - Sarnia Sewer Upgrade Project	(257,500)	(6,000,000)											
		Capital - Sarnia Sewer Upgrade Project (SCF Funding)	(2,000,000)												
		Capital - Sewer Separation	(850,000)	(500,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(3,000,000)	
		Capital - Stormwater Management Facilities	(200,000)	(100,000)	(500,000)	(250,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
		Capital - Water Pollution Control Centre (WPCC) Improvements		(500,000)	(750,000)	(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)	
		Capital - Watermain, Sanitary & Storm Sewer Replacement	(1,600,000)	(1,500,000)	(2,100,000)	(2,200,000)	(2,500,000)	(2,600,000)	(2,900,000)	(2,900,000)	(2,900,000)	(2,900,000)	(2,900,000)	(2,400,000)	
		Direct from Reserves - Sanitary & Stormwater Rate Study	(150,000)												
		Transfer to Operating 3500 Sanitary Sewer Maintenance - Asset Management	(150,000)												
		Transfer to Operating 3501 Environmental Services Group - Asset Management	(100,000)												
		Transfer to Operating 3505 WPCC - Asset Management	(102,652)												
6616 Capital Infrastructure - Sewer Total			8,170,837	3,993,257	4,957,391	5,690,907	6,274,423	6,757,939	6,941,455	7,124,971	7,308,487	7,192,003			
6617 Capital Infrastructure - Water	Opening Balance	Opening Balance	3,177,374	2,094,323	444,272	11,221	503,170	795,119	1,087,068	1,179,017	1,270,966	1,362,915			
		Projected Revenue	Transfer from Operating 3700 LAWSS	506,480	506,480	506,480	506,480	506,480	506,480	506,480	506,480	506,480	506,480	506,480	
			Transfer from Operating 3700 OCWA	34,595	34,595	34,595	34,595	34,595	34,595	34,595	34,595	34,595	34,595	34,595	
			Transfer from Operating 3700 Water Admin	635,571	635,571	635,571	635,571	635,571	635,571	635,571	635,571	635,571	635,571	635,571	
			Transfer from Operating 3705 Water Distribution	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	3,435,783	
			Transfer from Operating 3705 Water Distribution - Asset Management	329,520	329,520	329,520	329,520	329,520	329,520	329,520	329,520	329,520	329,520	329,520	
			Proposed	Capital - Computerized Maintenance Management System	(200,000)										
				Capital - Corrosion Protection Plan		(600,000)	(1,200,000)	(1,200,000)							
				Capital - Plank Road Reconstruction	(150,000)	(1,225,000)	(1,625,000)								
				Capital - Public Works Facilities	(175,000)	(200,000)	(150,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
				Capital - Rapids Pkwy Extension		(67,000)									
				Capital - Sewer Separation	(150,000)	(200,000)	(500,000)	(1,100,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(2,000,000)
				Capital - Water meter Replacement Project			(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
				Capital - Watermain, Sanitary & Storm Sewer Replacement	(5,300,000)	(4,300,000)	(1,750,000)	(1,900,000)	(2,900,000)	(2,900,000)	(3,100,000)	(3,100,000)	(3,100,000)	(3,100,000)	(2,600,000)
Direct from Reserves - Water Rate Study	(50,000)														
6617 Capital Infrastructure - Water Total			2,094,323	444,272	11,221	503,170	795,119	1,087,068	1,179,017	1,270,966	1,362,915	1,454,864			

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6619 Municipal Drain Rehabilitation	Opening Balance	Opening Balance	491,732	591,732	691,732	791,732	891,732	991,732	1,091,732	1,191,732	1,291,732	1,391,732
	Projected Revenue	Transfer from Operating 3040 Municipal Drains	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	Proposed	Direct from Reserves - Annual Expenditures	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
6619 Municipal Drain Rehabilitation Total			591,732	691,732	791,732	891,732	991,732	1,091,732	1,191,732	1,291,732	1,391,732	1,491,732
6625 Petro-Chemical Area Levy	Opening Balance	Opening Balance	-	790,000	810,000	1,640,400	2,551,608	2,484,040	3,378,120	4,354,282	5,292,968	6,314,627
	Projected Revenue	Transfer from Operating 1000 Taxation City - Special Levy	1,000,000	1,020,000	1,040,400	1,061,208	1,082,432	1,104,080	1,126,162	1,148,686	1,171,659	1,195,092
	Proposed	Capital - EOC Improvements & Alternate Location					(1,000,000)					
		Capital - New Command Post		(850,000)								
		Capital - Specialty Equipment & Training	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
		Direct from Reserves - Siren Upgrade	(60,000)		(60,000)			(60,000)		(60,000)		
6625 Petro-Chemical Area Levy Total			790,000	810,000	1,640,400	2,551,608	2,484,040	3,378,120	4,354,282	5,292,968	6,314,627	7,359,719
6635 Seaway Kiwanis Campus	Opening Balance	Opening Balance	52,939	17,939	7,939	6,939	5,939	4,939	3,939	2,939	1,939	939
	Projected Revenue	Direct to Reserves - External Source	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Proposed	Direct from Reserves - Kiwanis Campus Upgrades & Improvements	(40,000)	(15,000)								
		Direct from Reserves - Kiwanis Pavilion Expenditures - Upgrades & Improvements			(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
6635 Seaway Kiwanis Campus Total			17,939	7,939	6,939	5,939	4,939	3,939	2,939	1,939	939	(61)
6640 Accessibility	Opening Balance	Opening Balance	93,610	86,610	16,610	116,610	216,610	316,610	416,610	516,610	616,610	716,610
	Projected Revenue	Transfer from Operating 2490 Corporate Municipal	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Proposed	Capital - City Hall AODA Improvements		(100,000)								
		Direct from Reserves - Accessibility Plan Implementation		(70,000)								
		Direct from Reserves - Accessibility Plan - Consultant	(37,000)									
		Direct from Reserves - Accessible Canoe/Kayak Launch	(70,000)									
6640 Accessibility Total			86,610	16,610	116,610	216,610	316,610	416,610	516,610	616,610	716,610	816,610
6650 Suncor Agora Capital	Opening Balance	Opening Balance	231,657	151,657	136,657	136,657	136,657	136,657	86,657	86,657	86,657	86,657
	Proposed	Capital - Park Infrastructure	(80,000)									
		Direct from Reserves - Suncor Agora Upgrades & Improvements		(15,000)				(50,000)				(30,000)
6650 Suncor Agora Capital Total			151,657	136,657	136,657	136,657	136,657	86,657	86,657	86,657	86,657	56,657

2020 DRAFT 10-YEAR RESERVES PLAN

Reserve	Type	Description	Year									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
6900 Internal Borrowing Reserve	Opening Balance	Opening Balance	-	(8,242,500)	(11,267,742)	(10,058,543)	(8,849,344)	(7,640,145)	(6,430,946)	(5,221,747)	(4,012,548)	(2,803,349)
	Projected Revenue	Reserve Transfer - From 6015 Development Charges (2020 10 Yr Loan Payback)		824,250	824,250	824,250	824,250	824,250	824,250	824,250	824,250	824,250
		Reserve Transfer - From 6015 Development Charges (2021 10 Yr Loan Payback)			384,949	384,949	384,949	384,949	384,949	384,949	384,949	384,949
	Proposed	Reserve Transfer - 6015 Development Charges (10 yr Bedford loan)	(8,242,500)									
		Reserve Transfer - 6015 Development Charges (10 yr Rapids Pkwy Ext. loan)		(3,849,492)								
6900 Internal Borrowing Reserve Total			(8,242,500)	(11,267,742)	(10,058,543)	(8,849,344)	(7,640,145)	(6,430,946)	(5,221,747)	(4,012,548)	(2,803,349)	(1,594,150)
Grand Total			44,735,670	38,776,550	45,450,559	58,450,076	71,927,316	84,305,905	96,431,396	110,117,240	124,526,952	136,358,960

2020 DEDICATED RESERVE AND RESERVE FUND REVENUE AND EXPENDITURES

* #	Reserve	Description	Reserve Revenue	Reserve Expense
Revenues Directly to Reserves				
6005	Parkland Dedication Reserve Fund	Cash in Lieu of Parkland Levies (est)	20,000	
6015	Development Charges	Development Charge Levies (est)	1,000,000	
6020	Provincial Gas Tax	Provincial Gas Tax	1,010,828	
6025	Federal Gas Tax	Federal Gas Tax	2,171,892	
6045	OCIF	OCIF Funding	2,949,359	
6055	ICIP - Investing in Canada Infrastructure Fund	ICIP Funding	3,319,198	
6060	Disaster Mitigation Fund	Disaster Mitigation Funding	800,000	
6200	Capital Reserve	Cestar Donation	1,000,000	
6200	Capital Reserve	Cox Garden Donation	120,000	
6200	Capital Reserve	National Trade Corridor Grant	630,000	
6200	Capital Reserve	Potential Donations (Showmobile)	85,000	
6200	Capital Reserve	Rotary Club Loan	16,000	
6210	Waterfront Development	External Source - Lease Revenue	25,200	
6210	Waterfront Development	External Source - Sidney Smith Dock User Fees	50,000	
6235	YMCA Reserve	Investment Interest (est)	12,000	
6240	Strangway Centre Endowment	Investment Interest (est)	2,000	
6300	Business Park	Rental Income	8,433	
6335	Sarnia Bay Capital Improvements	External Source	2,500	
6340	Bluewater Gymnastics	Lease Payment	23,664	
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	
6595	Police Equipment	Sale of Vehicles (est)	40,000	
6600	Fire Station	External Source	2,100	
6610	Parks & Recreation Facilities	Sting Surcharge Revenue	130,000	
6610	Parks & Recreation Facilities	Potential Donations	60,000	
6610	Parks & Recreation Facilities	Potential Grant - Canadian Experiences Fund	475,000	
6616	Capital Infrastructure - Sewer	Small Community Funding (SCF) Sarnia Sewer Upgrade Project	2,000,000	
6635	Seaway Kiwanis Campus	External Source	5,000	
			Total Reserve Revenue:	<u>16,021,874</u>
Expenditures Directly from Reserves				
6200	Capital Reserve	Centennial Park Landscape Architect		(74,000)
6200	Capital Reserve	Community Benefit Charge Plan		(50,000)
6200	Capital Reserve	Community Improvement Plan		(60,000)
6200	Capital Reserve	Dog License Software		(40,000)
6200	Capital Reserve	Lawrence House Flooring Replacement		(18,000)
6200	Capital Reserve	Sarnia Library Balcony Railing		(30,000)
6200	Capital Reserve	Sarnia Library Sidewalk & Patio Replacement		(48,000)
6200	Capital Reserve	Zoning By-Law Improvements & Public Engagement Support		(40,000)
* 6200	Capital Reserve	Lochiel Kiwanis Major Maintenance		(15,000)
* 6210	Waterfront Development	Harbour Master Commission		(10,000)
* 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)
6335	Sarnia Bay Capital Improvements	Upgrades & Improvements		(35,000)
6340	Bluewater Gymnastics	Principal Loan Repayment		(19,800)
6340	Bluewater Gymnastics	Upgrades & Improvements		(50,000)
6355	Parking Reserve	Parking Ticket System		(70,000)
6355	Parking Reserve	Pay & Display Machine Replacement		(10,000)
6495	City Hall Building	City Hall Exterior Wall Repairs		(40,000)
6510	Fire Equipment	Bunker Gear		(94,000)
6510	Fire Equipment	Hose & Nozzles		(20,000)
6510	Fire Equipment	Records Management System Upgrade		(40,000)
6510	Fire Equipment	Small Vehicle - FPO-1		(40,000)
6510	Fire Equipment	Small Vehicle - FSI-1		(45,000)
6515	Police Building	Building Upgrades		(90,000)
6515	Police Building	Furnishings		(10,000)
6525	Works Equipment	Equipment (Fleet) Replacement		(1,206,500)
* 6580	Tax Stabilization	Tax Appeals		(600,000)
* 6585	Tax Stabilization - Transit	Tax Appeals		(30,000)
6595	Police Equipment	Equipment (Fleet) Replacement - Police		(366,000)
6595	Police Equipment	Police Equipment		(115,000)
6595	Police Equipment	Police Technology		(1,500)
6595	Police Equipment	Systems & Softwares		(180,000)
6615	Capital Infrastructure	Subsurface Investigation of Former Michigan Ave. Landfill		(120,000)
6616	Capital Infrastructure - Sewer	Sanitary & Stormwater Rate Study		(150,000)
6617	Capital Infrastructure - Water	Water Rate Study		(50,000)
* 6619	Municipal Drain Rehabilitation	Annual Expenditures		(100,000)
6625	Petro Chemical Area Levy	Siren Upgrades		(60,000)
6635	Seaway Kiwanis Campus	Kiwanis Cmpus Upgrades & Improvements		(40,000)
6640	Accessibility Reserve	Accessibility Plan - Consultant		(37,000)
6640	Accessibility Reserve	Accessible Canoe/Kayak Launch		(70,000)
			Total Reserve Expense:	<u>(5,934,400)</u>
			Total Reserves Revenue and Expense:	<u>16,021,874</u> <u>(5,934,400)</u>

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

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
6005 Parkland Dedication Reserve Fund	Opening Balance	108,332.27			108,332.27
	Direct to Reserves - Cash in Lieu of Parkland Levies		20,000.00		20,000.00
	Capital - Park Infrastructure			(25,000.00)	(25,000.00)
6005 Parkland Dedication Reserve Fund Total		108,332.27	20,000.00	(25,000.00)	103,332.27
6015 Development Charges	Opening Balance	8,911,952.52			8,911,952.52
	Direct to Reserves - Development Charge Levies		1,000,000.00		1,000,000.00
	Reserves Transfer - From 6900 Internal Borrowing Reserve (10 Yr Loan for Bedford Project)		8,242,500.00		8,242,500.00
	Capital - Bio Solids Improvements (WW Services; Dev Area 2; Prj #16; PCP Biosolids Upgrade)			(800,000.00)	(800,000.00)
	Capital - Confederation Multi-Use Trail (Sidewalks; Prj #4; Confed to Murphy to Upper Canada)			(312,039.00)	(312,039.00)
	Capital - Park Infrastructure (Parkland Development; Prj #11; Provision for Parkland Development)			(15,000.00)	(15,000.00)
	Capital - Park Infrastructure (Parkland Development; Prj #9; Access. Sun Shade Shelters - Cent Prk)			(45,000.00)	(45,000.00)
	Capital - Rapids Pkwy Extension (WW Services; Other Urban Areas; Prj #14; Rapids Forcemain - pumpstation to Willa)			(265,000.00)	(265,000.00)
	Capital - Sarnia Sewer Upgrade Project (WW Services; Dev Area 2; Prj #9; Bedford PS)			(3,382,500.00)	(3,382,500.00)
	Capital - Sarnia Sewer Upgrade Project (WW Services; Other Urban Areas; Prj #3; Bedford PS)			(4,860,000.00)	(4,860,000.00)
	Capital - Sports & Recreation (Parkland Development; Prj #2; Sportsfield Devel & Improvements)			(62,500.00)	(62,500.00)
	Capital - Watermain, Sanitary & Storm Sewer Replacement (Sidewalks; Prj #7; Michigan Ditch Enclosure & Sidewalk - Blackwell to Wheatly)			(440,000.00)	(440,000.00)
6015 Development Charges Total		8,911,952.52	9,242,500.00	(10,182,039.00)	7,972,413.52
6020 Provincial Gas Tax	Opening Balance	1,267,326.53			1,267,326.53
	Direct to Reserves - Provincial Gas Tax		1,010,828.00		1,010,828.00
	Capital - Transit Bus Stop Improvements			(40,500.00)	(40,500.00)
	Capital - Vehicle Replacements - Conventional Bus			(351,000.00)	(351,000.00)
	Transfer to Operating 3140 Transit Revenue			(693,211.00)	(693,211.00)
	Transfer to Operating 3195 Care-A-Van Revenue			(120,000.00)	(120,000.00)
6020 Provincial Gas Tax Total		1,267,326.53	1,010,828.00	(1,204,711.00)	1,073,443.53
6025 Federal Gas Tax	Opening Balance	3,084,677.95			3,084,677.95
	Direct to Reserves - Federal Gas Tax		2,171,892.32		2,171,892.32
	Capital - Bridges & Culverts			(1,900,000.00)	(1,900,000.00)
	Capital - Lawrence House AODA Improvements			(240,000.00)	(240,000.00)
	Capital - Library Improvements			(230,000.00)	(230,000.00)
	Capital - Shoreline Protection			(1,000,000.00)	(1,000,000.00)
	Capital - Water Pollution Control Centre (WPCC) Improvements			(500,000.00)	(500,000.00)
6025 Federal Gas Tax Total		3,084,677.95	2,171,892.32	(3,870,000.00)	1,386,570.27
6035 Building Permit Revenue	Opening Balance	848,574.73			848,574.73
	Transfer from Operating 5020 Building		55,830.00		55,830.00
6035 Building Permit Revenue Total		848,574.73	55,830.00		904,404.73
6040 Federal Harbour Reserve Fund	Opening Balance	2,276,258.40			2,276,258.40
	Transfer from Operating 2065 Harbour		10,000.00		10,000.00
	Transfer to Operating 2066 Sarnia Harbour			(288,538.00)	(288,538.00)
6040 Federal Harbour Reserve Fund Total		2,276,258.40	10,000.00	(288,538.00)	1,997,720.40
6045 OCIF	Opening Balance	0.00			0.00
	Direct to Reserves - OCIF Funding		2,949,359.00		2,949,359.00
	Capital - Road Rehabilitation			(2,949,359.00)	(2,949,359.00)
6045 OCIF Total		0.00	2,949,359.00	(2,949,359.00)	0.00
6050 Ontario Municipal Commuter Cycling	Opening Balance	0.00			0.00
6050 Ontario Municipal Commuter Cycling Total		0.00			0.00
6055 ICIP - Investing in Canada Infrastructure Program	Opening Balance	0.00			0.00
	Direct to Reserves - Potential Grant - Active Transportation Infrastructure - Confederal Multi-Use Trail (ICIP)		857,961.00		857,961.00
	Direct to Reserves - Potential Grant - AODA & Intersection Improvements (ICIP)		274,987.00		274,987.00
	Direct to Reserves - Potential Grant - Computerized Maintenance Management System (ICIP)		500,000.00		500,000.00
	Direct to Reserves - Potential Grant - Maintenance Equipment Upgrades & Replacements (ICIP)		10,950.00		10,950.00
	Direct to Reserves - Potential Grant - Plank Road Reconstruction (ICIP)		208,000.00		208,000.00
	Direct to Reserves - Potential Grant - Transit Bus Stop Improvements (ICIP)		109,500.00		109,500.00
	Direct to Reserves - Potential Grant - Transit Facility Upgrades (ICIP)		292,000.00		292,000.00
	Direct to Reserves - Potential Grant - Vehicle Replacement - Conventional Bus (ICIP)		949,000.00		949,000.00
	Direct to Reserves - Potential Grant - Vehicle Replacements - Care-A-Van Bus (ICIP)		116,800.00		116,800.00

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
6055 ICIP - Investing in Canada Infrastructure Program	Capital - Active Transportation Infrastructure - Confederation Multi-Use Trail (Potential ICIP Grant Funding)			(857,961.00)	(857,961.00)
	Capital - AODA & Intersection Improvements (Potential Grant)			(274,987.00)	(274,987.00)
	Capital - Computerized Maintenance Management System (Potential Grant)			(500,000.00)	(500,000.00)
	Capital - Maintenance Equipment Upgrades & Replacements (Potential Grant)			(10,950.00)	(10,950.00)
	Capital - Plank Road Reconstruction (Potential ICIP Grant)			(208,000.00)	(208,000.00)
	Capital - Transit Bus Stop Improvements (Potential Grant)			(109,500.00)	(109,500.00)
	Capital - Transit Facility Upgrades (Potential Grant)			(292,000.00)	(292,000.00)
	Capital - Vehicle Replacement - Conventional Bus (Potential Grant)			(949,000.00)	(949,000.00)
	Capital - Vehicle Replacements - Care-A-Van Bus (Potential Grant)			(116,800.00)	(116,800.00)
6055 ICIP - Investing in Canada Infrastructure Program Total		0.00	3,319,198.00	(3,319,198.00)	0.00
6060 Disaster Mitigation Fund	Opening Balance	0.00			0.00
	Direct to Reserves - Disaster Mitigation Funding - Sewer Separation		800,000.00		800,000.00
	Capital - Sewer Separation (Disaster Mitigation Funding)			(800,000.00)	(800,000.00)
6060 Disaster Mitigation Fund Total		0.00	800,000.00	(800,000.00)	0.00
6200 Capital Reserve	Opening Balance	3,202,305.96			3,202,305.96
	Retired Debt		1,414,873.41		1,414,873.41
	Direct to Reserves - Cestar Donation (Oversize Load Corridor)		1,000,000.00		1,000,000.00
	Direct to Reserves - National Trade Corridor Grant - Oversize Load Corridor		630,000.00		630,000.00
	Direct to Reserves - Cox Garden Donation		120,000.00		120,000.00
	Direct to Reserves - Potential Donations - Showmobile Replacement		85,000.00		85,000.00
	Direct to Reserves - Rotary Club Loan		16,000.00		16,000.00
	Internal Debt - Principle and Interest 5500 - 05780/05781		259,494.00		259,494.00
	Transfer from Operating 1350 Other Revenue - Slot Revenue		400,000.00		400,000.00
	Transfer from Operating 2052 Property Maintenance - Lochiel Kiwanis Contribution		15,000.00		15,000.00
	Transfer from Operating 2490 Corporate Municipal		276,000.00		276,000.00
	Transfer from Operating 2490 Repayment Lbt Mall Tax Assess		117,300.00		117,300.00
	Transfer from Operating 3125 Transit Admin		47,805.00		47,805.00
	Transfer from Operating 3510 Sewer Admin		90,345.00		90,345.00
	Transfer from Operating 3705 Water Distribution		57,595.00		57,595.00
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		304,128.00		304,128.00
	Transfer from Reserve 6565 Police Operating Contingency - Radio Communication System 2 Year Repayment Plan		141,828.00		141,828.00
	Capital - Sports & Recreation			(1,077,500.00)	(1,077,500.00)
	Capital - Oversized Load Corridor (Cestar Donation)			(1,000,000.00)	(1,000,000.00)
	Capital - Oversized Load Corridor (NTC Funding)			(630,000.00)	(630,000.00)
	Capital - Capital Project Management & TCA Software			(120,000.00)	(120,000.00)
	Capital - City Hall Building Improvements			(395,000.00)	(395,000.00)
	Capital - Corporate Customer Relationship Management System			(50,000.00)	(50,000.00)
	Capital - Electronic Documents & Records Management System			(130,000.00)	(130,000.00)
	Capital - Emergency Fire Apparatus - Heavy Water Tower & Platform			(900,000.00)	(900,000.00)
	Capital - Ferry Dock Hill			(300,000.00)	(300,000.00)
	Capital - Fire Station 1 AODA Improvements			(130,000.00)	(130,000.00)
	Capital - Fire Station 4 Facility Rehabilitation			(185,000.00)	(185,000.00)
	Capital - Lochiel Kiwanis Centre Building Improvements			(81,000.00)	(81,000.00)
	Capital - Park Infrastructure			(265,000.00)	(265,000.00)
	Capital - Public Works Facilities			(200,000.00)	(200,000.00)
	Capital - Showmobile Replacement			(65,000.00)	(65,000.00)
	Capital - Showmobile Replacement - Potential Donations			(85,000.00)	(85,000.00)
	Direct from Reserves - Centennial Park Landscape Architect			(74,000.00)	(74,000.00)
	Direct from Reserves - Community Benefit Charge (CBC) Plan			(50,000.00)	(50,000.00)
	Direct from Reserves - Community Improvement Plan (CIP) - Consultant			(60,000.00)	(60,000.00)
	Direct from Reserves - Dog Licence Software			(40,000.00)	(40,000.00)
	Direct from Reserves - Lawrence House Flooring Replacement			(18,000.00)	(18,000.00)
	Direct from Reserves - Lochiel Kiwanis Major Maintenance			(15,000.00)	(15,000.00)
	Direct from Reserves - Sarnia Library Balcony Railing			(30,000.00)	(30,000.00)
	Direct from Reserves - Sarnia Library Sidewalk & Patio Replacement			(48,000.00)	(48,000.00)
	Direct from Reserves - Zoning By-Law Improvements & Public Engagement Support Materials			(40,000.00)	(40,000.00)
6200 Capital Reserve Total		3,202,305.96	4,975,368.41	(5,988,500.00)	2,189,174.37
6210 Waterfront Development	Opening Balance	195,721.95			195,721.95
	Direct to Reserves - External Source - Lease Revenue		25,200.00		25,200.00
	Direct to Reserves - External Source - Sidney Smith Dock User Fees		50,000.00		50,000.00
	Direct from Reserves - Harbour Master Commission			(10,000.00)	(10,000.00)
	Transfer to 6300 Business Park Reserve - 3 Yr Payback			(65,666.00)	(65,666.00)
6210 Waterfront Development Total		195,721.95	9,534.00	(10,000.00)	195,255.95
6220 WSIB Self Insurance	Opening Balance	2,336,743.93			2,336,743.93
	Transfer from Operating - Payroll - WSIB		1,633,051.00		1,633,051.00
	Transfer from Operating 2490 WSIB 5 yr repayment plan		380,000.00		380,000.00
	Transfer from Operating 2490 WSIB 5 yr repayment plan 2015		80,000.00		80,000.00
	Direct from Reserves - WSIB Claims Estimate			(1,320,600.00)	(1,320,600.00)
	Transfer to 6200 Reserve WSIB 5 yr repayment plan			(150,128.00)	(150,128.00)
	Transfer to 6315 Reserve WSIB 5 yr repayment plan			(154,000.00)	(154,000.00)
6220 WSIB Self Insurance Total		2,336,743.93	2,093,051.00	(1,624,728.00)	2,805,066.93

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
6225 Self-Insurance Reserve	Opening Balance	1,201,761.66			1,201,761.66
	Transfer from Operating 2490 Corporate Municipal		445,000.00		445,000.00
	Transfer from Operating 3100 Transit Transportation		32,500.00		32,500.00
	Transfer from Operating 3700 Water Admin		3,488.00		3,488.00
	Transfer from Operating 3510 Sewer Admin		2,229.00		2,229.00
	Direct from Reserves - Self Insurance Claims Payments			(525,000.00)	(525,000.00)
6225 Self-Insurance Reserve Total		1,201,761.66	483,217.00	(525,000.00)	1,159,978.66
6230 Façade Improvement Loan	Opening Balance	21,261.35			21,261.35
6230 Façade Improvement Loan Total		21,261.35			21,261.35
6235 YMCA Reserve	Opening Balance	600,000.00			600,000.00
	Direct to Reserves - Investment Interest		12,000.00		12,000.00
	Direct from Reserves - YMCA Payments			(12,000.00)	(12,000.00)
6235 YMCA Reserve Total		600,000.00	12,000.00	(12,000.00)	600,000.00
6240 Strangway Centre Endowment	Opening Balance	151,378.44			151,378.44
	Direct to Reserves - Investment Interest		2,000.00		2,000.00
	Direct from Reserves - Annual Interest Payment Strangway			(2,000.00)	(2,000.00)
6240 Strangway Centre Endowment Total		151,378.44	2,000.00	(2,000.00)	151,378.44
6245 Environmental Reserve	Opening Balance	44,581.90			44,581.90
6245 Environmental Reserve Total		44,581.90			44,581.90
6250 Elm-High-Ex-Wood Park	Opening Balance	4,858.77			4,858.77
6250 Elm-High-Ex-Wood Park Total		4,858.77			4,858.77
6265 Airport	Opening Balance	8,244.24			8,244.24
	Transfer from Operating 2490 Corporate Municipal		25,000.00		25,000.00
6265 Airport Total		8,244.24	25,000.00		33,244.24
6270 Legacy Fund	Opening Balance	50,625.33			50,625.33
	Transfer to Operating 4601 Recreation Programs - Kids Funfest			(2,400.00)	(2,400.00)
6270 Legacy Fund Total		50,625.33		(2,400.00)	48,225.33
6300 Business Park	Opening Balance	780,750.05			780,750.05
	Direct to Reserves - Rental Income		8,433.33		8,433.33
	Transfer from 6210 Waterfront Development Reserve - 3 Yr Payback		65,666.00		65,666.00
6300 Business Park Total		780,750.05	74,099.33		854,849.38
6305 Perch Creek Harbour	Opening Balance	133,199.70			133,199.70
6305 Perch Creek Harbour Total		133,199.70			133,199.70
6335 Sarnia Bay Capital Improvements	Opening Balance	20,110.29			20,110.29
	Direct to Reserves - External Source		2,500.00		2,500.00
	Transfer from Operating 4510 General Park Maintenance		20,000.00		20,000.00
	Direct from Reserves - Upgrades & Improvements			(35,000.00)	(35,000.00)
6335 Sarnia Bay Capital Improvements Total		20,110.29	22,500.00	(35,000.00)	7,610.29
6340 Bluewater Gymnastics	Opening Balance	158,852.12			158,852.12
	Direct to Reserves - Lease Payment		23,664.34		23,664.34
	Direct from Reserves - Principal Loan Repayment			(19,800.20)	(19,800.20)
	Direct from Reserves - Upgrades & Improvements			(50,000.00)	(50,000.00)
	Transfer to Operating 4510 General Park Maintenance			(10,000.00)	(10,000.00)
6340 Bluewater Gymnastics Total		158,852.12	23,664.34	(79,800.20)	102,716.26
6350 Development Contingency	Opening Balance	45,736.03			45,736.03
6350 Development Contingency Total		45,736.03			45,736.03
6355 Parking Reserve	Opening Balance	68,463.58			68,463.58
	Transfer from Operating 5035 By-Law Enforcement		24,000.00		24,000.00
	Direct from Reserves - Parking Ticket System			(70,000.00)	(70,000.00)
	Direct from Reserves - Pay & Display Machine Replacement			(10,000.00)	(10,000.00)
6355 Parking Reserve Total		68,463.58	24,000.00	(80,000.00)	12,463.58
6365 Sarnia Harbour	Opening Balance	1,588,542.44			1,588,542.44
	Transfer from Operating 2066 Sarnia Harbour		449,500.00		449,500.00
	Capital - 120 Seaway Road Building Improvements			(84,000.00)	(84,000.00)
6365 Sarnia Harbour Total		1,588,542.44	449,500.00	(84,000.00)	1,954,042.44
6370 Canatara Park Projects	Opening Balance	107,746.22			107,746.22
6370 Canatara Park Projects Total		107,746.22			107,746.22
6400 Election Expenses	Opening Balance	87,835.95			87,835.95
	Transfer from Operating 2100 Elections		101,170.00		101,170.00
6400 Election Expenses Total		87,835.95	101,170.00		189,005.95
6430 Transit - Vehicle	Opening Balance	523,341.71			523,341.71
	Retired Debt		198,783.00		198,783.00
6430 Transit - Vehicle Total		523,341.71	198,783.00		722,124.71
6440 Land Purchase	Opening Balance	92,668.00			92,668.00
6440 Land Purchase Total		92,668.00			92,668.00
6450 Water Rates Stabilization	Opening Balance	944,132.93			944,132.93
6450 Water Rates Stabilization Total		944,132.93			944,132.93
6470 Care-A-Van - Vehicle	Opening Balance	44,993.80			44,993.80
	Retired Debt		17,706.32		17,706.32
	Capital - Vehicle Replacements - Care-A-Van Bus			(43,200.00)	(43,200.00)
6470 Care-A-Van - Vehicle Total		44,993.80	17,706.32	(43,200.00)	19,500.12
6480 Transit Building	Opening Balance	146,007.37			146,007.37
	Transfer from Operating 3120 Transit Premises		15,000.00		15,000.00
	Transfer from Operating 3170 Care-A-Van		5,000.00		5,000.00
	Capital - Maintenance Equipment Upgrades & Replacements			(4,050.00)	(4,050.00)
	Capital - Transit Facility Upgrades			(108,000.00)	(108,000.00)
6480 Transit Building Total		146,007.37	20,000.00	(112,050.00)	53,957.37

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
6485 Energy Management	Opening Balance	182,895.29			182,895.29
	Transfer from Operating 2490 Corporate Municipal		303,523.00		303,523.00
	Capital - Energy Efficiency Projects			(325,000.00)	(325,000.00)
6485 Energy Management Total		182,895.29	303,523.00	(325,000.00)	161,418.29
6490 Computer Equipment Replacement	Opening Balance	222,883.60			222,883.60
	Retired Debt		100,000.00		100,000.00
	Transfer from Operating 2022 IT		150,000.00		150,000.00
	Capital - IT Hardware Asset Lifecycle			(165,000.00)	(165,000.00)
6490 Computer Equipment Replacement Total		222,883.60	250,000.00	(165,000.00)	307,883.60
6495 City Hall Building	Opening Balance	67,736.67			67,736.67
	Transfer from Operating 2052 Property		40,000.00		40,000.00
	Direct from Reserves - City Hall Exterior Wall Repairs			(40,000.00)	(40,000.00)
6495 City Hall Building Total		67,736.67	40,000.00	(40,000.00)	67,736.67
6500 City Hall Printing Room	Opening Balance	92,123.12			92,123.12
	Transfer from Operating 2052 Property		6,900.00		6,900.00
6500 City Hall Printing Room Total		92,123.12	6,900.00		99,023.12
6510 Fire Equipment	Opening Balance	159,467.95			159,467.95
	Retired Debt		547,602.00		547,602.00
	Direct to Reserves - Fire Marque Cost Recovery Program		40,000.00		40,000.00
	Direct to Reserves - Donation (Fire Extinguisher Training Unit)		6,000.00		6,000.00
	Transfer from Operating 2500 Fire Officers		85,000.00		85,000.00
	Capital - Radio System & User Gear			(100,000.00)	(100,000.00)
	Direct from Reserves - Bunker Gear			(94,000.00)	(94,000.00)
	Direct from Reserves - Hose & Nozzles			(20,000.00)	(20,000.00)
	Direct from Reserves - Records Management System Upgrade			(40,000.00)	(40,000.00)
	Direct from Reserves - Small Vehicle - FPO-1			(40,000.00)	(40,000.00)
	Direct from Reserves - Small Vehicle - FSI-1			(45,000.00)	(45,000.00)
6510 Fire Equipment Total		159,467.95	678,602.00	(339,000.00)	499,069.95
6515 Police Building	Opening Balance	70,912.83			70,912.83
	Transfer from Operating 2625 Police - Station		200,000.00		200,000.00
	Capital - Building Upgrades			(100,000.00)	(100,000.00)
	Direct from Reserves - Building Upgrades			(90,000.00)	(90,000.00)
	Direct from Reserves - Furnishings			(10,000.00)	(10,000.00)
6515 Police Building Total		70,912.83	200,000.00	(200,000.00)	70,912.83
6520 911 Equipment	Opening Balance	41,003.67			41,003.67
	Transfer from Operating 2610 Police - Communications		405,000.00		405,000.00
	Direct to Reserves - Lease		2,700.00		2,700.00
	Capital - Upgrades Next Generation 911			(405,000.00)	(405,000.00)
6520 911 Equipment Total		41,003.67	407,700.00	(405,000.00)	43,703.67
6525 Works Equipment	Opening Balance	1,020,822.00			1,020,822.00
	Transfer from Operating 3500 Sanitary Sewer Maintenance		365,300.00		365,300.00
	Transfer from Operating 3705 Water Distribution		374,400.00		374,400.00
	Transfer from Operating 2022 IT		9,800.00		9,800.00
	Transfer from Operating 3040 Municipal Drains		6,450.00		6,450.00
	Transfer from Operating 2052 Property		36,200.00		36,200.00
	Transfer from Operating 5035 By-Law Enforcement		59,650.00		59,650.00
	Transfer from Operating 4510 General Park Maintenance		618,425.00		618,425.00
	Transfer from Operating 3005 PW Admin		22,200.00		22,200.00
	Transfer from Operating 3008 Road Maintenance Rural		312,212.00		312,212.00
	Transfer from Operating 3009 Street Maintenance Concrete		116,169.00		116,169.00
	Transfer from Operating 3010 Street Maintenance Urban		346,571.00		346,571.00
	Transfer from Operating 3011 Street Maintenance Winter		436,568.00		436,568.00
	Transfer from Operating 3015 Work Centre		118,300.00		118,300.00
	Transfer from Operating 3034 Engineering Traffic		8,600.00		8,600.00
	Transfer from Operating 3035 Engineering Development		17,300.00		17,300.00
	Transfer from Operating 3036 Engineering Construction		36,000.00		36,000.00
	Transfer from Operating 3501 Pump Station Maintenance		96,400.00		96,400.00
	Transfer from Operating 3505 WPCC		25,800.00		25,800.00
	Transfer from Operating 3506 BG Lagoons		10,300.00		10,300.00
	Transfer from Operating 3507 Bio-Solids		26,900.00		26,900.00
	Transfer from Operating 3706 Lead Reduction		9,000.00		9,000.00
	Transfer from Operating 3880 Garbage Recycling		23,834.00		23,834.00
	Transfer from Operating 4511 Sports Field Maintenance		3,700.00		3,700.00
	Transfer from Operating 4515 Greenhouse		11,000.00		11,000.00
	Transfer from Operating 4551 Arboriculture		293,200.00		293,200.00
	Transfer from Operating 4700 Arenas Admin		23,450.00		23,450.00
	Transfer from Operating 4705 Samia Arena		28,375.00		28,375.00
	Transfer from Operating 4708 Clearwater Arena		36,375.00		36,375.00
	Transfer from Operating 4710 PASA		15,000.00		15,000.00
	Transfer from Operating 5020 Building Department		24,100.00		24,100.00
	Direct from Reserves - Equipment (Fleet) Replacement			(1,206,500.00)	(1,206,500.00)
	Transfer to Operating 3005 PW Admin			(100,000.00)	(100,000.00)
	Transfer to Operating 3015 Work Centre			(594,743.00)	(594,743.00)
	Transfer to Operating 3020 Equipment Maintenance			(1,347,438.00)	(1,347,438.00)
6525 Works Equipment Total		1,020,822.00	3,511,579.00	(3,248,681.00)	1,283,720.00
6530 Emergency Management	Opening Balance	35,459.45			35,459.45
	Transfer from Operating 2780 Emergency Management		16,000.00		16,000.00
6530 Emergency Management Total		35,459.45	16,000.00		51,459.45

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
6535 Sewage Treatment Plant	Opening Balance	195,620.51			195,620.51
	Direct to Reserves - Sewage Tickets		15,000.00		15,000.00
6535 Sewage Treatment Plant Total		195,620.51	15,000.00		210,620.51
6560 Library Facilities	Opening Balance	37,729.00			37,729.00
	Transfer from Operating 4900 Sarnia Public Library		15,500.00		15,500.00
	Transfer from Operating 4901 Lawrence House		1,000.00		1,000.00
	Transfer from Operating 4903 Faithorne Library		1,000.00		1,000.00
6560 Library Facilities Total		37,729.00	17,500.00		55,229.00
6565 Police Operating Contingency	Opening Balance	100,262.35			100,262.35
	Transfer from Operating 2625 Police Station		100,000.00		100,000.00
	Transfer to Reserve 6200 Capital (2 Year Payback)			(141,828.00)	(141,828.00)
6565 Police Operating Contingency Total		100,262.35	100,000.00	(141,828.00)	58,434.35
6580 Tax Stabilization	Opening Balance	3,031,359.15			3,031,359.15
	Transfer from Operating 1000 Taxation City		600,000.00		600,000.00
	Direct from Reserves - Tax Appeals			(600,000.00)	(600,000.00)
6580 Tax Stabilization Total		3,031,359.15	600,000.00	(600,000.00)	3,031,359.15
6581 Operating Contingency	Opening Balance	5,178,537.30			5,178,537.30
	Transfer from Operating 2490 Corp Municipal		250,000.00		250,000.00
6581 Operating Contingency Total		5,178,537.30	250,000.00		5,428,537.30
6585 Tax Stabilization - Transit	Opening Balance	233,405.32			233,405.32
	Transfer from Operating 1055 Taxation Transit Area		30,000.00		30,000.00
	Direct from Reserves - Tax Appeals			(30,000.00)	(30,000.00)
6585 Tax Stabilization - Transit Total		233,405.32	30,000.00	(30,000.00)	233,405.32
6590 Sewer Rates Stabilization	Opening Balance	525,120.14			525,120.14
6590 Sewer Rates Stabilization Total		525,120.14			525,120.14
6595 Police Equipment	Opening Balance	85,848.23			85,848.23
	Transfer from Operating 2625 Police - Station		562,500.00		562,500.00
	Direct to Reserves - Sale of Vehicles		40,000.00		40,000.00
	Direct from Reserves - Police Equipment			(115,000.00)	(115,000.00)
	Direct from Reserves - Police Technology			(1,500.00)	(1,500.00)
	Direct from Reserves - Systems & Software			(180,000.00)	(180,000.00)
	Direct from Reserves - Vehicle (Fleet) Replacement - Police			(366,000.00)	(366,000.00)
6595 Police Equipment Total		85,848.23	602,500.00	(662,500.00)	25,848.23
6600 Fire Station	Opening Balance	10,584.89			10,584.89
	Retired Debt		100,000.00		100,000.00
	Transfer from Operating 2500 Fire Officers		2,500.00		2,500.00
	Direct to Reserves - External Source		2,100.00		2,100.00
	Capital - Fire Station 3 Demolition, Design & Construction			(100,000.00)	(100,000.00)
6600 Fire Station Total		10,584.89	104,600.00	(100,000.00)	15,184.89
6610 Park/Rec Facilities	Opening Balance	42,779.24			42,779.24
	Retired Debt		950,529.17		950,529.17
	Transfer from Operating 2490 Corporate Municipal		120,000.00		120,000.00
	Transfer from Operating 4510 General Park Maintenance		6,000.00		6,000.00
	Direct to Reserves - Sting Surcharge Revenue		130,000.00		130,000.00
	Direct to Reserves -Potential Donations - Park Infrastructure		10,000.00		10,000.00
	Direct to Reserves -Potential Donations - Sports & Recreation		50,000.00		50,000.00
	Direct to Reserves -Potential Grant - Park Infrastructure (Canadian Experiences Fund)		475,000.00		475,000.00
	Capital - Arena Improvements			(1,000,000.00)	(1,000,000.00)
	Capital - Park Infrastructure (Canadian Experiences Fund)			(475,000.00)	(475,000.00)
	Capital - Sports & Recreation (Donations)			(50,000.00)	(50,000.00)
	Capital - Park Infrastructure (Donations)			(10,000.00)	(10,000.00)
6610 Park/Rec Facilities Total		42,779.24	1,741,529.17	(1,535,000.00)	249,308.41
6615 Capital Infrastructure	Opening Balance	895,782.62			895,782.62
	Retired Debt		939,517.00		939,517.00
	Transfer from Operating 1350 Other Revenue - Interest Allocation		909,063.00		909,063.00
	Transfer from Operating 2490 Corp Municipal		2,850,000.00		2,850,000.00
	Transfer from Operating 2490 Corp Municipal - Asset Management		1,485,752.00		1,485,752.00
	Capital - AODA & Intersection Improvements			(100,013.00)	(100,013.00)
	Capital - Parking Lot Reconstruction			(325,000.00)	(325,000.00)
	Capital - Plank Road Reconstruction			(42,000.00)	(42,000.00)
	Capital - Rapids Pkwy Extension			(35,000.00)	(35,000.00)
	Capital - Road Rehabilitation			(50,641.00)	(50,641.00)
	Capital - Sewer Separation			(400,000.00)	(400,000.00)
	Capital - Shoreline Protection			(1,000,000.00)	(1,000,000.00)
	Capital - Soil Management Site			(100,000.00)	(100,000.00)
	Capital - Streetlights			(100,000.00)	(100,000.00)
	Capital - Traffic Signals			(100,000.00)	(100,000.00)
	Capital - Transportation Master Plan & Streetscape Improvements			(300,000.00)	(300,000.00)
	Capital - Watermain, Sanitary & Storm Sewer Replacement			(300,000.00)	(300,000.00)
	Direct from Reserves - Subsurface Investigation of Former Michigan Ave. Landfill			(120,000.00)	(120,000.00)
	Transfer to Operating 2020 Accounting - Asset Management			(136,562.00)	(136,562.00)
	Transfer to Operating 2550 Fire Stations - Asset Management			(185,000.00)	(185,000.00)
	Transfer to Operating 3008 Roads Maintenance - Rural - Asset Management (Fleet)			(263,581.00)	(263,581.00)
	Transfer to Operating 3009 Streets Maintenance - Concrete - Asset Management			(30,000.00)	(30,000.00)
	Transfer to Operating 3009 Streets Maintenance - Concrete - Asset Management (Fleet)			(23,195.00)	(23,195.00)

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
	Transfer to Operating 3010 Streets Maintenance - Urban - Asset Management			(39,000.00)	(39,000.00)
	Transfer to Operating 3010 Streets Maintenance - Urban - Asset Management (Fleet)			(54,388.00)	(54,388.00)
	Transfer to Operating 3011 Winter Maintenance - Asset Management (Fleet)			(26,976.00)	(26,976.00)
	Transfer to Operating 3034 Engineering - Traffic - Asset Management			(39,000.00)	(39,000.00)
	Transfer to Operating 3040 Municipal Drains - Asset Management (Fleet)			(6,450.00)	(6,450.00)
	Transfer to Operating 3880 Recycling & Comport Collection - Asset Management (Fleet)			(8,599.00)	(8,599.00)
	Transfer to Operating 4510 General Park Maintenance - Asset Management (Fleet)			(233,925.00)	(233,925.00)
	Transfer to Operating 4551 Arboriculture - Asset Management (Fleet)			(259,200.00)	(259,200.00)
	Transfer to Operating 4700 Arenas Admin - Asset Management (Fleet)			(9,450.00)	(9,450.00)
	Transfer to Operating 4705 Sarnia Arena - Asset Management (Fleet)			(12,375.00)	(12,375.00)
	Transfer to Operating 4708 Clearwater Arena - Asset Management (Fleet)			(13,875.00)	(13,875.00)
	Transfer to Operating 4710 PASA - Asset Management (Fleet)			(31,800.00)	(31,800.00)
	Transfer to Operating 5035 By-Law Enforcement - Asset Management (Fleet)			(7,650.00)	(7,650.00)
6615 Capital Infrastructure Total		895,782.62	6,184,332.00	(4,353,680.00)	2,726,434.62
6616 Capital Infrastructure - Sewer	Opening Balance	7,786,380.28			7,786,380.28
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project		2,000,000.00		2,000,000.00
	Retired Debt		1,345,605.00		1,345,605.00
	Transfer from Operating 3500 Sanitary Sewer Maintenance		4,306,040.00		4,306,040.00
	Transfer from Operating 3500 Sanitary Sewer Maintenance - Asset Management		347,735.00		347,735.00
	Transfer from Operating 3600 Storm Sewer Maintenance		153,377.00		153,377.00
	Transfer from Operating 3600 Storm Sewer Maintenance - Asset Management		16,852.00		16,852.00
	Capital - Bio Solids Improvements			(800,000.00)	(800,000.00)
	Capital - Computerized Maintenance Management System			(200,000.00)	(200,000.00)
	Capital - Public Works Facilities			(175,000.00)	(175,000.00)
	Capital - Pumping Station Improvements			(1,200,000.00)	(1,200,000.00)
	Capital - Sarnia Sewer Upgrade Project			(257,500.00)	(257,500.00)
	Capital - Sarnia Sewer Upgrade Project (SCF Funding)			(2,000,000.00)	(2,000,000.00)
	Capital - Sewer Separation			(850,000.00)	(850,000.00)
	Capital - Stormwater Management Facilities			(200,000.00)	(200,000.00)
	Capital - Watermain, Sanitary & Storm Sewer Replacement			(1,600,000.00)	(1,600,000.00)
	Direct from Reserves - Sanitary & Stormwater Rate Study			(150,000.00)	(150,000.00)
	Transfer to Operating 3500 Sanitary Sewer Maintenance - Asset Management			(150,000.00)	(150,000.00)
	Transfer to Operating 3501 Environmental Services Group - Asset Management			(100,000.00)	(100,000.00)
	Transfer to Operating 3505 WPCC - Asset Management			(102,652.00)	(102,652.00)
6616 Capital Infrastructure - Sewer Total		7,786,380.28	8,169,609.00	(7,785,152.00)	8,170,837.28
6617 Capital Infrastructure - Water	Opening Balance	3,177,373.77			3,177,373.77
	Transfer from Operating 3700 Water Admin		635,571.00		635,571.00
	Transfer from Operating 3705 Water Distribution		3,435,783.00		3,435,783.00
	Transfer from Operating 3700 LAWSS		506,480.00		506,480.00
	Transfer from Operating 3700 OCWA		34,595.00		34,595.00
	Transfer from Operating 3705 Water Distribution - Asset Management		329,520.00		329,520.00
	Capital - Computerized Maintenance Management System			(200,000.00)	(200,000.00)
	Capital - Plank Road Reconstruction			(150,000.00)	(150,000.00)
	Capital - Public Works Facilities			(175,000.00)	(175,000.00)
	Capital - Sewer Separation			(150,000.00)	(150,000.00)
	Capital - Watermain, Sanitary & Storm Sewer Replacement			(5,300,000.00)	(5,300,000.00)
	Direct from Reserves - Water Rate Study			(50,000.00)	(50,000.00)
6617 Capital Infrastructure - Water Total		3,177,373.77	4,941,949.00	(6,025,000.00)	2,094,322.77
6619 Municipal Drain Rehabilitation	Opening Balance	491,732.01			491,732.01
	Transfer from Operating 3040 Municipal Drains		200,000.00		200,000.00
	Direct from Reserves - Annual Expenditures			(100,000.00)	(100,000.00)
6619 Municipal Drain Rehabilitation Total		491,732.01	200,000.00	(100,000.00)	591,732.01
6625 Petro-Chemical Area Levy	Opening Balance	0.00			0.00
	Transfer from Operating 1000 Taxation City - Special Levy		1,000,000.00		1,000,000.00
	Capital - Specialty Equipment & Training			(150,000.00)	(150,000.00)
	Direct from Reserves - Siren Upgrade			(60,000.00)	(60,000.00)
6625 Petro-Chemical Area Levy Total		0.00	1,000,000.00	(210,000.00)	790,000.00
6635 Seaway Kiwanis Campus	Opening Balance	52,938.61			52,938.61
	Direct to Reserves - External Source		5,000.00		5,000.00
	Direct from Reserves - Kiwanis Campus Upgrades & Improvements			(40,000.00)	(40,000.00)
6635 Seaway Kiwanis Campus Total		52,938.61	5,000.00	(40,000.00)	17,938.61
6640 Accessibility	Opening Balance	93,609.89			93,609.89
	Transfer from Operating 2490 Corporate Municipal		100,000.00		100,000.00
	Direct from Reserves - Accessibility Plan - Consultant			(37,000.00)	(37,000.00)
	Direct from Reserves - Accessible Canoe/Kayak Launch			(70,000.00)	(70,000.00)
6640 Accessibility Total		93,609.89	100,000.00	(107,000.00)	86,609.89

2020 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2020
6650 Suncor Agora Capital	Opening Balance	231,656.74			231,656.74
	Capital - Park Infrastructure			(80,000.00)	(80,000.00)
6650 Suncor Agora Capital Total		231,656.74		(80,000.00)	151,656.74
6900 Internal Borrowing Reserve	Opening Balance	0.00			0.00
	Reserve Transfer - 6015 Development Charges (10 yr Bedford loan)			(8,242,500.00)	(8,242,500.00)
6900 Internal Borrowing Reserve Total		0.00		(8,242,500.00)	(8,242,500.00)
Forecasted Balance December 2020		53,121,010.75	57,587,523.89	(65,972,864.20)	44,735,670.44

2021 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2021
6005 Parkland Dedication Reserve Fund	Opening Balance	103,332			103,332
	Direct to Reserves - Cash in Lieu of Parkland Levies		20,000		20,000
6005 Parkland Dedication Reserve Fund Total		103,332	20,000		123,332
6015 Development Charges	Opening Balance	7,972,414			7,972,414
	Direct to Reserves - Development Charge Levies		1,000,000		1,000,000
	Reserve Transfer - From 6900 Internal Borrowing Reserve (10 Yr Loan for Rapids Pkwy Extension)		3,849,492		3,849,492
	Capital - Bio Solids Improvements (WW Services; Other Urban Areas; Prj #12; PCP Biosolids Upgrade)			(1,150,000)	(1,150,000)
	Capital - Park Infrastructure (Parkland Development; Prj #10; Trail Devel - Modeland/Heritage Prk)			(60,000)	(60,000)
	Capital - Park Infrastructure (Parkland Development; Prj #11; Provision for Parkland Development)			(30,000)	(30,000)
	Capital - Rapids Pkwy Extension (Roads; Prj #16; Rapids Pkwy Ditch Enclosure)			(225,000)	(225,000)
	Capital - Rapids Pkwy Extension (Roads; Prj #23; Bike Lane Infill for Modal Split)			(375,000)	(375,000)
	Capital - Rapids Pkwy Extension (Roads; Prj #3; Rapids Pkwy - Sandpiper to Exmouth)			(525,000)	(525,000)
	Capital - Rapids Pkwy Extension (Sidewalks; Prj #6; Rapids Pkwy Sidewalk)			(270,000)	(270,000)
	Capital - Rapids Pkwy Extension (Stormwater; Other Urban Areas; Prj #1; Rapids Pkwy - Exmouth to Sandpiper)			(139,492)	(139,492)
	Capital - Rapids Pkwy Extension (Stormwater; Other Urban Areas; Prj #2; Rapids Pkwy Ditch Enclosure)			(270,000)	(270,000)
	Capital - Rapids Pkwy Extension (Traffic Signals & Streetlights; Prj #5; Rapids Pkwy/Quinn)			(150,000)	(150,000)
	Capital - Rapids Pkwy Extension (Traffic Signals & Streetlights; Prj #6; Rapids Pkwy/Exmouth)			(180,000)	(180,000)
	Capital - Rapids Pkwy Extension (Water Services; Other Urban Areas; Prj #1; Rapids Pkwy - Exmouth to Sandpiper)			(540,000)	(540,000)
	Capital - Rapids Pkwy Extension (WW Services; Other Urban Areas; Prj #14; Rapids Forcemain - pumpstation to Willa)			(1,175,000)	(1,175,000)
	Capital - Sports & Recreation (Parkland Development; Prj #11; Provision for Parkland Development)			(40,000)	(40,000)
	Capital - Sports & Recreation (Parkland Development; Prj #2; Sportsfield Devel & Improvements)			(32,000)	(32,000)
	Direct from Reserves - Official Plan Review (Admin Studies; Prj #5; Official Plan Review)			(75,870)	(75,870)
	Reserve Transfer - To 6900 Internal Borrowing Reserve (2020 10 Yr Loan Repayment)			(824,250)	(824,250)
6015 Development Charges Total		7,972,414	4,849,492	(6,061,612)	6,760,294
6020 Provincial Gas Tax	Opening Balance	1,073,444			1,073,444
	Direct to Reserves - Provincial Gas Tax		1,010,828		1,010,828
	Capital - Transit Bus Stop Improvements			(40,500)	(40,500)
	Capital - Vehicle Replacements - Conventional Bus			(351,000)	(351,000)
	Transfer to Operating 3140 Transit Revenue			(693,211)	(693,211)
	Transfer to Operating 3195 Care-A-Van Revenue			(120,000)	(120,000)
6020 Provincial Gas Tax Total		1,073,444	1,010,828	(1,204,711)	879,561
6025 Federal Gas Tax	Opening Balance	1,386,570			1,386,570
	Direct to Reserves - Federal Gas Tax		2,270,615		2,270,615
	Capital - Bridges & Culverts			(1,500,000)	(1,500,000)
	Capital - Library Improvements			(250,000)	(250,000)
	Capital - Shoreline Protection			(1,000,000)	(1,000,000)
6025 Federal Gas Tax Total		1,386,570	2,270,615	(2,750,000)	907,185
6035 Building Permit Revenue	Opening Balance	904,405			904,405
	Transfer from Operating 5020 Building		25,295		25,295
6035 Building Permit Revenue Total		904,405	25,295		929,700
6040 Federal Harbour Reserve Fund	Opening Balance	1,997,720			1,997,720
	Transfer from Operating 2065 Harbour		10,000		10,000
	Transfer to Operating 2066 Sarnia Harbour			(289,538)	(289,538)
6040 Federal Harbour Reserve Fund Total		1,997,720	10,000	(289,538)	1,718,182
6045 OCIF	Opening Balance	-			-
	Direct to Reserves - OCIF Funding		2,506,955		2,506,955
	Capital - Road Rehabilitation			(2,506,955)	(2,506,955)
6045 OCIF Total		-	2,506,955	(2,506,955)	-
6050 Ontario Municipal Commuter Cycling	Opening Balance	0			0
6050 Ontario Municipal Commuter Cycling Total		0			0

2021 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2021
6055 ICIP - Investing in Canada Infrastructure Program	Opening Balance	-			-
	Direct to Reserves - Potential Grant - AODA & Intersection Improvements (ICIP)		274,987		274,987
	Direct to Reserves - Potential Grant - Fleet Upgrades (ICIP)		255,500		255,500
	Direct to Reserves - Potential Grant - Maintenance Equipment Upgrades & Replacements (ICIP)		219,000		219,000
	Direct to Reserves - Potential Grant - Plank Road Reconstruction (ICIP)		1,990,000		1,990,000
	Direct to Reserves - Potential Grant - Transit Bus Stop Improvements (ICIP)		109,500		109,500
	Direct to Reserves - Potential Grant - Vehicle Replacement - Conventional Bus (ICIP)		949,000		949,000
	Capital - AODA & Intersection Improvements (Potential Grant)			(274,987)	(274,987)
	Capital - Fleet Upgrades (Potential Grant)			(255,500)	(255,500)
	Capital - Maintenance Equipment Upgrades & Replacements (Potential Grant)			(219,000)	(219,000)
	Capital - Plank Road Reconstruction (Potential ICIP Grant)			(1,990,000)	(1,990,000)
	Capital - Transit Bus Stop Improvements (Potential Grant)			(109,500)	(109,500)
	Capital - Vehicle Replacement - Conventional Bus (Potential Grant)			(949,000)	(949,000)
6055 ICIP - Investing in Canada Infrastructure Program Total		-	3,797,987	(3,797,987)	-
6060 Disaster Mitigation Fund	Opening Balance	-			-
	Direct to Reserves - Disaster Mitigation Funding - Sewer Separation		600,000		600,000
	Capital - Sewer Separation (Disaster Mitigation Funding)			(600,000)	(600,000)
6060 Disaster Mitigation Fund Total		-	600,000	(600,000)	-
6200 Capital Reserve	Opening Balance	2,189,174			2,189,174
	Retired Debt		1,443,606		1,443,606
	Transfer from Operating 2490 Corporate Municipal		853,300		853,300
	Direct to Reserves - National Trade Corridor Grant - Oversize Load Corridor		1,900,000		1,900,000
	Direct to Reserves - Cestar Donation (Oversize Load Corridor)		1,000,000		1,000,000
	Direct to Reserves - Cox Garden Donation		104,148		104,148
	Direct to Reserves - Rotary Club Loan		16,000		16,000
	Internal Debt - Principle and Interest 5500 - 05780/05781		230,761		230,761
	Transfer from Operating 1200 Ontario Grants Unconditional - OMPF		879,019		879,019
	Transfer from Operating 1350 Other Revenue - Slot Revenue		400,000		400,000
	Transfer from Operating 2052 Property Maintenance - Lochiel Kiwanis Contribution		15,000		15,000
	Transfer from Operating 3125 Transit Admin		47,805		47,805
	Transfer from Operating 3705 Water Distribution		57,595		57,595
	Transfer from Operating 3510 Sewer Admin		90,345		90,345
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		304,128		304,128
	Transfer from Reserve 6565 Police Operating Contingency - Radio Communication System 2 Year Repayment Plan		141,828		141,828
	Capital - City Hall Building Improvements			(250,000)	(250,000)
	Capital - Corporate Customer Relationship Management System			(250,000)	(250,000)
	Capital - Electronic Documents & Records Management System			(100,000)	(100,000)
	Capital - Lochiel Kiwanis Centre Building Improvements			(120,000)	(120,000)
	Capital - Oversized Load Corridor (Cestar Donation)			(1,000,000)	(1,000,000)
	Capital - Oversized Load Corridor (NTC Funding)			(1,900,000)	(1,900,000)
	Capital - Public Works Facilities			(100,000)	(100,000)
	Capital - Sports & Recreation			(803,000)	(803,000)
	Direct from Reserves - First Floor Upgrades			(74,000)	(74,000)
	Direct from Reserves - Lochiel Kiwanis Major Maintenance			(15,000)	(15,000)
	Direct from Reserves - Official Plan Review			(149,130)	(149,130)
	Direct from Reserves - Payroll System Implementation			(50,000)	(50,000)
	Direct from Reserves - Sarnia Library Receiving Area Door			(12,000)	(12,000)
6200 Capital Reserve Total		2,189,174	7,483,535	(4,823,130)	4,849,580
6210 Waterfront Development	Opening Balance	195,256			195,256
	Direct to Reserves - External Source - Sidney Smith Dock User Fees		50,000		50,000
	Direct to Reserves - External Source - Lease Revenue		25,200		25,200
	Direct from Reserves - Harbour Master Commission			(10,000)	(10,000)
6210 Waterfront Development Total		195,256	75,200	(10,000)	260,456
6220 WSIB Self Insurance	Opening Balance	2,805,067			2,805,067
	Transfer from Operating - Payroll - WSIB		1,651,776		1,651,776
	Direct from Reserves - WSIB Claims Estimate			(1,320,600)	(1,320,600)
	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)
6220 WSIB Self Insurance Total		2,805,067	1,651,776	(1,624,728)	2,832,115
6225 Self-Insurance Reserve	Opening Balance	1,159,979			1,159,979
	Transfer from Operating 2490 Corporate Municipal		445,000		445,000
	Transfer from Operating 3100 Transit Transportation		32,500		32,500
	Transfer from Operating 3700 Water Admin		3,488		3,488
	Transfer from Operating 3510 Sewer Admin		2,229		2,229
	Direct from Reserves - Self Insurance Claims Payments			(525,000)	(525,000)
6225 Self-Insurance Reserve Total		1,159,979	483,217	(525,000)	1,118,196
6230 Façade Improvement Loan	Opening Balance	21,261			21,261
6230 Façade Improvement Loan Total		21,261			21,261
6235 YMCA Reserve	Opening Balance	600,000			600,000
	Direct to Reserves - Investment Interest		12,000		12,000
	Direct from Reserves - YMCA Payments			(12,000)	(12,000)
6235 YMCA Reserve Total		600,000	12,000	(12,000)	600,000

2021 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2021
6240 Strangway Centre Endowment	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)
6240 Strangway Centre Endowment Total		151,378	2,000	(2,000)	151,378
6245 Environmental Reserve	Opening Balance	44,582			44,582
6245 Environmental Reserve Total		44,582			44,582
6250 Elm-High-Ex-Wood Park	Opening Balance	4,859			4,859
6250 Elm-High-Ex-Wood Park Total		4,859			4,859
6265 Airport	Opening Balance	33,244			33,244
	Transfer from Operating 2490 Corporate Municipal		25,000		25,000
6265 Airport Total		33,244	25,000		58,244
6270 Legacy Fund	Opening Balance	48,225			48,225
	Transfer to Operating 4601 Recreation Programs - Kids Funfest			(2,400)	(2,400)
6270 Legacy Fund Total		48,225		(2,400)	45,825
6300 Business Park	Opening Balance	854,849			854,849
	Direct to Reserves - Rental Income		8,433		8,433
6300 Business Park Total		854,849	8,433		863,283
6305 Perch Creek Harbour	Opening Balance	133,200			133,200
6305 Perch Creek Harbour Total		133,200			133,200
6335 Sarnia Bay Capital Improvements	Opening Balance	7,610			7,610
	Direct to Reserves - External Source		2,500		2,500
	Transfer from Operating 4510 General Park Maintenance		20,000		20,000
	Direct from Reserves - Sarnia Bay Expenditures - Upgrades & Improvements			(25,000)	(25,000)
6335 Sarnia Bay Capital Improvements Total		7,610	22,500	(25,000)	5,110
6340 Bluewater Gymnastics	Opening Balance	102,716			102,716
	Direct to Reserves - Lease Payment		23,664		23,664
	Direct from Reserves - Principal Loan Repayment			(20,711)	(20,711)
	Direct from Reserves - Upgrades & Improvements			(25,000)	(25,000)
	Transfer to Operating 4510 General Park Maintenance			(10,000)	(10,000)
6340 Bluewater Gymnastics Total		102,716	23,664	(55,711)	70,670
6350 Development Contingency	Opening Balance	45,736			45,736
6350 Development Contingency Total		45,736			45,736
6355 Parking Reserve	Opening Balance	12,464			12,464
	Transfer from Operating 5035 By-Law Enforcement		24,000		24,000
6355 Parking Reserve Total		12,464	24,000		36,464
6365 Sarnia Harbour	Opening Balance	1,954,042			1,954,042
	Transfer from Operating 2066 Sarnia Harbour		453,100		453,100
	Capital - 120 Seaway Road Building Improvements			(80,000)	(80,000)
6365 Sarnia Harbour Total		1,954,042	453,100	(80,000)	2,327,142
6370 Canatara Park Projects	Opening Balance	107,746			107,746
	Direct from Reserves - Canatara Park Upgrades & Improvements			(25,000)	(25,000)
6370 Canatara Park Projects Total		107,746		(25,000)	82,746
6400 Election Expenses	Opening Balance	189,006			189,006
	Transfer from Operating 2100 Elections		101,170		101,170
6400 Election Expenses Total		189,006	101,170		290,176
6430 Transit - Vehicle	Opening Balance	722,125			722,125
	Retired Debt		198,783		198,783
	Capital - Fleet Upgrades			(94,500)	(94,500)
6430 Transit - Vehicle Total		722,125	198,783	(94,500)	826,408
6440 Land Purchase	Opening Balance	92,668			92,668
6440 Land Purchase Total		92,668			92,668
6450 Water Rates Stabilization	Opening Balance	944,133			944,133
6450 Water Rates Stabilization Total		944,133			944,133
6470 Care-A-Van - Vehicle	Opening Balance	19,500			19,500
	Retired Debt		17,706		17,706
6470 Care-A-Van - Vehicle Total		19,500	17,706		37,206
6480 Transit Building	Opening Balance	53,957			53,957
	Transfer from Operating 1055 Taxation - Transit Area - Asset Management		86,376		86,376
	Transfer from Operating 3120 Transit Premises		15,000		15,000
	Transfer from Operating 3170 Care-A-Van		5,000		5,000
	Capital - Maintenance Equipment Upgrades & Replacements			(81,000)	(81,000)
6480 Transit Building Total		53,957	106,376	(81,000)	79,333
6485 Energy Management	Opening Balance	161,418			161,418
	Transfer from Operating 2490 Corporate Municipal		303,523		303,523
	Capital - Energy Efficiency Projects			(320,000)	(320,000)
6485 Energy Management Total		161,418	303,523	(320,000)	144,941
6490 Computer Equipment Replacement	Opening Balance	307,884			307,884
	Retired Debt		100,000		100,000
	Transfer from Operating 2022 IT		150,000		150,000
	Capital - IT Hardware Asset Lifecycle			(165,000)	(165,000)
6490 Computer Equipment Replacement Total		307,884	250,000	(165,000)	392,884
6495 City Hall Building	Opening Balance	67,737			67,737
	Transfer from Operating 2052 Property		40,000		40,000
	Direct from Reserves - Committee Room 3 & 4 Furniture Replacement			(24,000)	(24,000)
	Direct from Reserves - First Floor Carpet Replacement			(18,000)	(18,000)
6495 City Hall Building Total		67,737	40,000	(42,000)	65,737

2021 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2021
6500 City Hall Printing Room	Opening Balance	99,023			99,023
	Transfer from Operating 2052 Property		6,900		6,900
6500 City Hall Printing Room Total		99,023	6,900		105,923
6510 Fire Equipment	Opening Balance	499,070			499,070
	Retired Debt		547,602		547,602
	Direct to Reserves - Fire Marque Cost Recovery Program		40,000		40,000
	Transfer from Operating 2500 Fire Officers		85,000		85,000
	Capital - Firefighter Personal Protection - Self Contained Breathing Apparatus (SCBA)			(710,000)	(710,000)
	Capital - Ladder Truck #2 Replacement			(1,500,000)	(1,500,000)
	Capital - Radio System & User Gear			(650,000)	(650,000)
	Direct from Reserves - Bunker Gear			(92,000)	(92,000)
	Direct from Reserves - FPO-2			(40,000)	(40,000)
	Direct from Reserves - FSI-2			(45,000)	(45,000)
	Direct from Reserves - Hose & Nozzles			(15,000)	(15,000)
6510 Fire Equipment Total		499,070	672,602	(3,052,000)	(1,880,328)
6515 Police Building	Opening Balance	70,913			70,913
	Transfer from Operating 2625 Police - Station		200,000		200,000
	Capital - Building Upgrades			(100,000)	(100,000)
	Direct from Reserves - Building Upgrades			(85,000)	(85,000)
	Direct from Reserves - Furnishings			(10,000)	(10,000)
6515 Police Building Total		70,913	200,000	(195,000)	75,913
6520 911 Equipment	Opening Balance	43,704			43,704
	Transfer from Operating 2610 Police - Communications		400,000		400,000
	Direct to Reserves - Lease		2,700		2,700
	Capital - Upgrades Next Generation 911			(150,000)	(150,000)
6520 911 Equipment Total		43,704	402,700	(150,000)	296,404
6525 Works Equipment	Opening Balance	1,283,720			1,283,720
	Transfer from Operating 3500 Sanitary Sewer Maintenance		365,300		365,300
	Transfer from Operating 2022 IT		9,800		9,800
	Transfer from Operating 3705 Water Distribution		374,400		374,400
	Transfer from Operating 3040 Municipal Drains		8,600		8,600
	Transfer from Operating 2052 Property		36,200		36,200
	Transfer from Operating 4510 General Park Maintenance		696,400		696,400
	Transfer from Operating 3005 PW Admin		22,200		22,200
	Transfer from Operating 3008 Road Maintenance Rural		378,212		378,212
	Transfer from Operating 3009 Street Maintenance Concrete		123,900		123,900
	Transfer from Operating 3010 Street Maintenance Urban		364,700		364,700
	Transfer from Operating 3011 Street Maintenance Winter		445,500		445,500
	Transfer from Operating 3015 Work Centre		118,300		118,300
	Transfer from Operating 3034 Engineering Traffic		8,600		8,600
	Transfer from Operating 3035 Engineering Development		17,300		17,300
	Transfer from Operating 3036 Engineering Construction		36,000		36,000
	Transfer from Operating 3501 Pump Station Maintenance		96,400		96,400
	Transfer from Operating 3505 WPCC		25,800		25,800
	Transfer from Operating 3506 BG Lagoons		10,300		10,300
	Transfer from Operating 3507 Bio-Solids		26,900		26,900
	Transfer from Operating 3706 Lead Reduction		9,000		9,000
	Transfer from Operating 3880 Garbage Recycling		26,700		26,700
	Transfer from Operating 4511 Sports Field Maintenance		3,700		3,700
	Transfer from Operating 4515 Greenhouse		11,000		11,000
	Transfer from Operating 4551 Arboriculture		379,600		379,600
	Transfer from Operating 4700 Arenas Admin		26,600		26,600
	Transfer from Operating 4705 Sarnia Arena		32,500		32,500
	Transfer from Operating 4708 Clearwater Arena		41,000		41,000
	Transfer from Operating 4710 PASA		15,000		15,000
	Transfer from Operating 5020 Building Department		24,100		24,100
	Transfer from Operating 5035 By-Law Enforcement		62,200		62,200
	Direct from Reserves - Equipment (Fleet) Replacement			(1,201,000)	(1,201,000)
	Transfer to Operating 3005 PW Admin			(100,000)	(100,000)
	Transfer to Operating 3015 Work Centre			(612,399)	(612,399)
	Transfer to Operating 3020 Equipment Maintenance			(1,356,960)	(1,356,960)
6525 Works Equipment Total		1,283,720	3,796,212	(3,270,359)	1,809,573
6530 Emergency Management	Opening Balance	51,459			51,459
	Transfer from Operating 2780 Emergency Management		16,000		16,000
6530 Emergency Management Total		51,459	16,000		67,459
6535 Sewage Treatment Plant	Opening Balance	210,621			210,621
	Direct to Reserves - Sewage Tickets		15,000		15,000
6535 Sewage Treatment Plant Total		210,621	15,000		225,621
6560 Library Facilities	Opening Balance	55,229			55,229
	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 Floor Refurbishment			(20,000)	(20,000)
	Direct from Reserves - Faithorne Library AC Unit			(4,500)	(4,500)
	Direct from Reserves - Sarnia Library Brick Replacement			(20,000)	(20,000)
6560 Library Facilities Total		55,229	17,500	(44,500)	28,229
6565 Police Operating Contingency	Opening Balance	58,434			58,434
	Transfer from Operating 2625 Police Station		100,000		100,000
	Transfer to Reserve 6200 Capital (2 Year Payback)			(141,828)	(141,828)
6565 Police Operating Contingency Total		58,434	100,000	(141,828)	16,606

2021 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2021
6580 Tax Stabilization	Opening Balance	3,031,359			3,031,359
	Transfer from Operating 1000 Taxation City		600,000		600,000
	Direct from Reserves - Tax Appeals			(600,000)	(600,000)
6580 Tax Stabilization Total		3,031,359	600,000	(600,000)	3,031,359
6581 Operating Contingency	Opening Balance	5,428,537			5,428,537
	Transfer from Operating 2490 Corp Municipal		250,000		250,000
6581 Operating Contingency Total		5,428,537	250,000		5,678,537
6585 Tax Stabilization - Transit	Opening Balance	233,405			233,405
	Transfer from Operating 1055 Taxation Transit Area		30,000		30,000
	Direct from Reserves - Tax Appeals			(30,000)	(30,000)
6585 Tax Stabilization - Transit Total		233,405	30,000	(30,000)	233,405
6590 Sewer Rates Stabilization	Opening Balance	525,120			525,120
6590 Sewer Rates Stabilization Total		525,120			525,120
6595 Police Equipment	Opening Balance	25,848			25,848
	Transfer from Operating 2625 Police - Station		700,000		700,000
	Direct to Reserves - Sale of Vehicles		40,000		40,000
	Direct from Reserves - Police Equipment			(35,000)	(35,000)
	Direct from Reserves - Police Technology			(116,500)	(116,500)
	Direct from Reserves - Systems & Software			(175,000)	(175,000)
	Direct from Reserves - Vehicle (Fleet) Replacement - Police			(366,000)	(366,000)
6595 Police Equipment Total		25,848	740,000	(692,500)	73,348
6600 Fire Station	Opening Balance	15,185			15,185
	Retired Debt		100,000		100,000
	Transfer from Operating 2500 Fire Officers		5,000		5,000
	Direct to Reserves - External Source		2,100		2,100
	Capital - Fire Station 3 Demolition, Design & Construction			(1,090,000)	(1,090,000)
6600 Fire Station Total		15,185	107,100	(1,090,000)	(967,715)
6610 Park/Rec Facilities	Opening Balance	249,308			249,308
	Retired Debt		950,529		950,529
	Transfer from Operating 2490 Corporate Municipal		120,000		120,000
	Transfer from Operating 4510 General Park Maintenance		6,000		6,000
	Direct to Reserves - Sting Surcharge Revenue		130,000		130,000
	Direct to Reserves -Potential Donations - Sports & Recreation		75,000		75,000
	Direct to Reserves -Potential Loan - Arena Improvements (Sting Dressing Room)		600,000		600,000
	Capital - Arena Improvements			(1,000,000)	(1,000,000)
	Capital - Arena Improvements (Loan)			(600,000)	(600,000)
	Capital - Park Infrastructure			(177,500)	(177,500)
	Capital - Sports & Recreation (Donations)			(75,000)	(75,000)
6610 Park/Rec Facilities Total		249,308	1,881,529	(1,852,500)	278,338
6615 Capital Infrastructure	Opening Balance	2,726,435			2,726,435
	Retired Debt		939,517		939,517
	Transfer from Operating 1350 Other Revenue - Interest Allocation		909,063		909,063
	Transfer from Operating 2490 Corp Municipal		2,850,000		2,850,000
	Transfer from Operating 2490 Corp Municipal - Asset Management		2,971,504		2,971,504
	Capital - AODA & Intersection Improvements			(100,013)	(100,013)
	Capital - Plank Road Reconstruction			(250,000)	(250,000)
	Capital - Rapids Pkwy Extension			(428,215)	(428,215)
	Capital - Road Rehabilitation			(593,045)	(593,045)
	Capital - Sewer Separation			(300,000)	(300,000)
	Capital - Shoreline Protection			(1,000,000)	(1,000,000)
	Capital - Streetlights			(100,000)	(100,000)
	Capital - Traffic Signals			(100,000)	(100,000)
	Capital - Transportation Master Plan & Streetscape Improvements			(300,000)	(300,000)
	Transfer to Operating 2550 Fire Stations - Asset Management			(30,000)	(30,000)
	Transfer to Operating 3008 Roads Maintenance - Rural - Asset Management (Fleet)			(131,832)	(131,832)
	Transfer to Operating 3009 Streets Maintenance - Concrete - Asset Management (Fleet)			(15,463)	(15,463)
	Transfer to Operating 3010 Streets Maintenance - Urban - Asset Management (Fleet)			(36,258)	(36,258)
	Transfer to Operating 3011 Winter Maintenance - Asset Management (Fleet)			(19,364)	(19,364)
	Transfer to Operating 3040 Municipal Drains - Asset Management (Fleet)			(4,300)	(4,300)
	Transfer to Operating 3880 Recycling & Comport Collection - Asset Management (Fleet)			(5,732)	(5,732)
	Transfer to Operating 4510 General Park Maintenance - Asset Management (Fleet)			(155,950)	(155,950)
	Transfer to Operating 4551 Arboriculture - Asset Management (Fleet)			(172,800)	(172,800)
	Transfer to Operating 4700 Arenas Admin - Asset Management (Fleet)			(6,300)	(6,300)
	Transfer to Operating 4705 Sarnia Arena - Asset Management (Fleet)			(8,250)	(8,250)
	Transfer to Operating 4708 Clearwater Arena - Asset Management (Fleet)			(9,250)	(9,250)
	Transfer to Operating 4710 PASA - Asset Management (Fleet)			(21,200)	(21,200)
	Transfer to Operating 5035 By-Law Enforcement - Asset Management (Fleet)			(5,100)	(5,100)
6615 Capital Infrastructure Total		2,726,435	7,670,084	(3,793,072)	6,603,447

2021 DRAFT RESERVE AND RESERVE FUND BUDGET

Reserve	Description	Forecasted Opening Balance January 2020	Total Revenue	Total Spent / Committed	Forecasted Balance December 2021
6616 Capital Infrastructure - Sewer	Opening Balance	8,170,837			8,170,837
	Retired Debt		1,826,924		1,826,924
	Transfer from Operating 3500 Sanitary Sewer Maintenance		4,306,040		4,306,040
	Transfer from Operating 3500 Sanitary Sewer Maintenance - Asset Management		347,735		347,735
	Transfer from Operating 3600 Storm Sewer Maintenance		153,377		153,377
	Transfer from Operating 3600 Storm Sewer Maintenance - Asset Management		16,852		16,852
	Capital - Bio Solids Improvements			(1,150,000)	(1,150,000)
	Capital - Public Works Facilities			(200,000)	(200,000)
	Capital - Pumping Station Improvements			(500,000)	(500,000)
	Capital - Rapids Pkwy Extension			(378,508)	(378,508)
	Capital - Sarnia Sewer Upgrade Project			(6,000,000)	(6,000,000)
	Capital - Sewer Separation			(500,000)	(500,000)
	Capital - Stormwater Management Facilities			(100,000)	(100,000)
	Capital - Water Pollution Control Centre (WPCC) Improvements			(500,000)	(500,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement			(1,500,000)	(1,500,000)
6616 Capital Infrastructure - Sewer Total		8,170,837	6,650,928	(10,828,508)	3,993,257
6617 Capital Infrastructure - Water	Opening Balance	2,094,323			2,094,323
	Transfer from Operating 3705 Water Distribution		3,435,783		3,435,783
	Transfer from Operating 3700 Water Admin		635,571		635,571
	Transfer from Operating 3700 LAWSS		506,480		506,480
	Transfer from Operating 3705 Water Distribution - Asset Management		329,520		329,520
	Transfer from Operating 3700 OCWA		34,595		34,595
	Capital - Corrosion Protection Plan			(600,000)	(600,000)
	Capital - Plank Road Reconstruction			(1,225,000)	(1,225,000)
	Capital - Public Works Facilities			(200,000)	(200,000)
	Capital - Rapids Pkwy Extension			(67,000)	(67,000)
	Capital - Sewer Separation			(200,000)	(200,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement			(4,300,000)	(4,300,000)
6617 Capital Infrastructure - Water Total		2,094,323	4,941,949	(6,592,000)	444,272
6619 Municipal Drain Rehabilitation	Opening Balance	591,732			591,732
	Transfer from Operating 3040 Municipal Drains		200,000		200,000
	Direct from Reserves - Annual Expenditures			(100,000)	(100,000)
6619 Municipal Drain Rehabilitation Total		591,732	200,000	(100,000)	691,732
6625 Petro-Chemical Area Levy	Opening Balance	790,000			790,000
	Transfer from Operating 1000 Taxation City - Special Levy		1,020,000		1,020,000
	Capital - New Command Post			(850,000)	(850,000)
	Capital - Specialty Equipment & Training			(150,000)	(150,000)
6625 Petro-Chemical Area Levy Total		790,000	1,020,000	(1,000,000)	810,000
6635 Seaway Kiwanis Campus	Opening Balance	17,939			17,939
	Direct to Reserves - External Source		5,000		5,000
	Direct from Reserves - Kiwanis Campus Upgrades & Improvements			(15,000)	(15,000)
6635 Seaway Kiwanis Campus Total		17,939	5,000	(15,000)	7,939
6640 Accessibility	Opening Balance	86,610			86,610
	Transfer from Operating 2490 Corporate Municipal		100,000		100,000
	Capital - City Hall AODA Improvements			(100,000)	(100,000)
	Direct from Reserves - Accessibility Plan Implementation			(70,000)	(70,000)
6640 Accessibility Total		86,610	100,000	(170,000)	16,610
6650 Suncor Agora Capital	Opening Balance	151,657			151,657
	Direct from Reserves - Suncor Agora Upgrades & Improvements			(15,000)	(15,000)
6650 Suncor Agora Capital Total		151,657		(15,000)	136,657
6900 Internal Borrowing Reserve	Opening Balance	(8,242,500)			(8,242,500)
	Reserve Transfer - From 6015 Development Charges (2020 10 Yr Loan Payback)		824,250		824,250
	Reserve Transfer - 6015 Development Charges (10 yr Rapids Pkwy Ext. loan)			(3,849,492)	(3,849,492)
6900 Internal Borrowing Reserve Total		(8,242,500)	824,250	(3,849,492)	(11,267,742)
Forecasted Balance December 2021		44,735,670	56,620,910	(62,580,031)	38,776,550

This page intentionally left blank

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: August 31, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: Sutheat Tim, Director of Legal & Property Management

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6200 Capital Reserve	Sarnia Library – Balcony Railing	The south side balcony on the second floor of the Sarnia Library requires a new security railing. This railing is mandatory for maintenance staff to provide regular maintenance on an exhaust fan/filter located on the balcony.	\$30,000
6495 City Hall Building	City Hall Exterior Wall Repairs	As noted in the 2017, Walter Fedy condition report. Some of the corner pillars have recently shifted causing water infiltration starting at the top/roof infiltrating behind the stone cladding attached to the pillars. The stone panel/cladding wall system requires caulking throughout the entire exterior of the building.	\$40,000
6200 Capital Reserve	Sarnia Library Sidewalk & Patio Replacement	The existing patio located behind the Sarnia Library and the existing 6' wide sidewalk along the south side of the library connecting to the rear patio are a health/safety concern, as a tripping hazard. Numerous repairs resulted in continued deterioration of concrete. The patio slopes towards the library and has caused water infiltration into the basement of the library causing a liability.	\$48,000

Reserve Name	Item	Justification	Amount
6200 Capital Reserve	Lawrence House Flooring Replacement	The Lawrence House turret room flooring (second floor) needs replacing due to its overall condition and health/safety concerns. The floor tile contains asbestos, the sub-floor also needs to be removed and new sub-floor installed. The new flooring to be installed will be in keeping with its heritage designation. The asbestos tile will be removed by an asbestos abatement company under strict guidelines.	\$18,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: August 27, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: Jim Crawford, Corporate Manager of Human Resources

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6640 Accessibility	Accessibility Plan - Consultant	Complete an accessibility plan that will provide guidance for a 10 year plan	\$37,000
6640 Accessibility	Accessible Canoe/Kayak Launch	Allow members of the public with disabilities to launch canoe/kayak without barriers using an accessible launch. Currently, people who require an accessible launch need to go to the U.S. to launch their kayaks/canoes. This could increase tourism and allow all members of the public to enjoy our waterways. Aligns with City of Sarnia Accessibility Policy and Strategic Priority 2.3 – Continue on the Path of Accessibility. This project is supported by the Sarnia Accessibility Advisory Committee.	\$70,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: August 29, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: Brian Arnold, Fire Chief

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6510 - Fire Equipment	Bunker Gear – Protective firefighting coat, pants, helmet, boots, gloves, hood	Life-cycle replacement, regulated, 10-year life	\$94,000
6510 - Fire Equipment	Small Vehicle – FPO-1	Life-cycle replacement for fire prevention officer vehicle	\$40,000
6510 - Fire Equipment	Small Vehicle – FSI-1	Life-cycle replacement for fire scene investigator vehicle	\$45,000
6510 - Fire Equipment	Hose & Nozzles	Life-cycle replacement, 10-year life	\$20,000
6510 - Fire Equipment	Records Management System Upgrade	Life-cycle replacement, fire-specific software for reporting to OFMEM	\$40,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: August 22, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: Sarnia Police Chief Norm Hansen
(Sarnia Emergency Management)

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6625 Petro-Chemical Area Levy Reserve	Siren Upgrade	Siren's #4 and #5 require replacement as they are the last original sirens that no longer can be serviced as parts are no longer available. Replacing the sirens is imperative as they provide emergency notification to the outdoor population which is most valuable in the event of a chemical release. Replacement will result in new technology with lower cost of maintenance as well as solar panels to be more energy efficient.	\$60,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: August 28, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: Rob Harwood, Director of Parks and Recreation

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6340 Bluewater Gymnastics Building	Upgrades and improvements	Upgrades and improvements needed to keep the Bluewater Gymnastics Building and immediate area in good standing including but not limited to: replace broken windows in the gym area; HVAC improvements and Parking lot line painting.	\$50,000
6335 Sarnia Bay Capital Improvements	Upgrades and Improvements	Capital upgrades to the electrical and plumbing infrastructure and aesthetic improvements to the marina building and grounds.	\$35,000
6635 Seaway Kiwanis Campus	Upgrades and Improvements	Upgrades and improvements to the existing assets within the Kiwanis Campus including but not limited to: new windscreens at the Pavilion and new park furniture.	\$40,000
6200 Capital Reserve	Centennial Park Landscape Architect	To work with various groups that have memorials, tributes & installations to address any concerns & propose a plan to present to Council.	\$74,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: August 29, 2019
 TO: Suzanna Dieleman, Director of Finance
 FROM: Stacey Forfar, Director of CDSS
RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6200 Capital Reserve	Community Benefit Charge (CBC) Consultant	The formula from the province and timeline for approval of a new CBC is expected by the end of 2019. With that, we will be required to advance the work to determine what that new charge will be here in Sarnia.	\$50,000 estimated budget
6200 Capital Reserve	Community Improvement Plan (CIP) Consultant	Our current CIPs are from the early 1990s and have limited uptake / impact on the community. To advance modern tools to stimulate investment in the downtown and other areas, advancing a new CIP to replace the existing ones is being recommended.	\$60,000 NOTE: 50% potentially to be recovered with a RED grant (December announcement)
6355 Parking Reserve	Pay and Display Machine Replacement	The existing Pay and Display machine in the Victoria Street lot requires replacement in 2020 as it is at the end of its useful life.	\$10,000

Reserve Name	Item	Justification	Amount
6200 Capital Reserve	Zoning By-law: - Graphic Design - Document layout Services - Public Engagement Support Materials	Staff has undertaken the review of the zoning by-law, however, support for the design, layout, and illustrations to increase usability of the document are needed, as is direct support for a public engagement program in the spring of 2020.	\$40,000
6355 Parking Reserve	Parking Ticket System - GTechna	CityView is not designed for this service and has not been working properly for the last 5 years. Focused efforts by the consultant to fix the many issues have not yielded results. We have reviewed and are considering a new system to support parking services for 2020 and beyond. NOTE: impact on annual operating budget (\$26k / year in support) has been accounted for in 2022 Information Technology operating budget.	\$70,000
6200 Capital Reserve	Dog License Software	To fund a City owned software for dog licensing	\$40,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: September 4, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: David Jackson, Acting Director of Engineering

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6616 Capital Infrastructure – Sewer	Sanitary & Storm water Rate Studies	Determine appropriate rates required to operate sanitary and storm water system	\$150,000
6617 Capital Infrastructure – Water	Water Rate Study	Determine appropriate rates required to operate water system	\$50,000
6615 Capital Infrastructure	Subsurface Investigation of Former Michigan Avenue Landfill	Regular monitoring program has identified the need for more in depth investigation of subsurface material.	\$120,000

DEPARTMENT CORRESPONDENCE
People Serving People

DATE: October 7, 2019

TO: Suzanna Dieleman, Director of Finance

FROM: Cathy Dam, Director of Financial Services - Police

RE: 2020 Reserve Funds Expenditures

Please be advised that the following Reserves Expenditures are requested for the 2020 budget year:

Reserve Name	Item	Justification	Amount
6515 Police Building	Furnishings	As per Police Draft budget	\$10,000
6595 Police Equipment	Police Technology	As per Police Draft budget	\$1,500
6595 Police Equipment	Vehicles	As per Police Draft budget	\$366,000
6515 Police Building	Building Upgrades	As per Police Draft budget	\$90,000
6595 Police Equipment	Systems & Software	As per Police Draft budget	\$180,000
6595 Police Equipment	Police Equipment	As per Police Draft budget	\$115,000

2020 DRAFT EQUIPMENT REPLACEMENT LIST*

New or Replacement	Equipment Requested	Description of Existing Equipment: Year Make Model	Primary User	Plans for Equipment Being Replaced	Fleet Reserve	Fire Reserve
Replacement	20,000 kg Winter Control Truck	2008 International 7500 Single Axel Dump Truck/Front Plow/Belly Plow/Salt/Brine	Public Works	Trade In	300,000	
Replacement	20,000 kg Winter Control Truck	2009 Sterling Single Axel Dump Truck/Front Plow/Wing/Salt/Brine	Public Works	Trade In	300,000	
Replacement	20,000 kg Winter Control Truck	2009 Sterling Single Axel Dump Truck/Front Plow/Wing/Salt/Brine	Public Works	Trade In	300,000	
Replacement	Truck	2013 2500 Extended Cab 4WD Chevrolet	Public Works	Sale	37,000	
Replacement	5' Mower	2011 Toro Mower Groundmaster	Parks & Recreation	Sale/Possible Trade In	25,000	
Replacement	5' Mower	2011 Toro Mower Groundmaster	Parks & Recreation	Sale/Possible Trade In	25,000	
Replacement	Bobcat	2009 Bobcat 2200	Parks & Recreation	Sale/Possible Trade In	30,000	
Replacement	Tractor	1998 Kubota B-2100D	Parks & Recreation	Sale/Possible Trade In	32,000	
Replacement	Gator	1998 John Deere Gator	Parks & Recreation	Sale/Possible Trade In	30,000	
Replacement	1/2 Ton Extended Cab	1/2 Ton 4x4	Parks & Recreation	Sale	40,000	
New	Extended Cargo Van		Property Maintenance		43,000	
New	Tail Gate Lift	For Unit 669	Parks & Recreation		4,500	
New	Car		By-Law Enforcement		40,000.00	
Replacement	2019 Dodge Grand Caravan	2006 Chevrolet Uplander Van (FPO-1)	Fire	Sale		40,000.00
Replacement	2020 Chevrolet Silverado 2500HD 3/4 Ton Regular Cab	2007 Dodge Ram Pick-up Truck (FSI-1)	Fire	Sale		45,000.00
					\$ 1,206,500	\$ 85,000

*Excluding Police replacements

2021 DRAFT EQUIPMENT REPLACEMENT LIST*

New or Replacement	Equipment Requested	Description of Existing Equipment: Year Make Model	Primary User	Plans for Equipment Being Replaced	Fleet Reserve	Fire Reserve
Replacement	20,000 kg Winter Control Truck	2010 PW Freightliner FM2	Public Works	Trade In	300,000	
Replacement	20,000 kg Winter Control Truck	2010 PW Freightliner FM2	Public Works	Trade In	300,000	
Replacement	Pay Loader	2000 Hyundai Wheel Loader	Public Works	Trade In	275,000	
Replacement	Ice Edger	Olympia Ice Edger, Propane Fuel	Parks & Recreation	Sale	8,000	
Replacement	Ice Edger	Olympia Ice Edger, Propane Fuel	Parks & Recreation	Sale	8,000	
Replacement	Ice Resurfacer	2004 Olympia	Parks & Recreation	Sale/Possible Trade In	140,000	
Replacement	10' Mower	2009 10' Jacobsen R-311	Parks & Recreation	Sale/Possible Trade In	90,000.00	
Replacement	1/2 Ton Extended Cab Truck 4x4	2006 Chevrolet 1/2 Ton Extended Cab	By-Law Enforcement	Sale	40,000.00	
Replacement	1/2 Ton Extended Cab Truck 4x4	2008 Chevrolet 1/2 Ton Extended Cab	By-Law Enforcement	Sale	40,000	
Replacement	3/4 Ton Regular Cab Pick-up Truck with Towing Pkg	2009 Ford Escape SUV (FPO-2)	Fire	Sale		40,000
Replacement	3/4 Ton Regular Cab Pick-up Truck with Towing Pkg	2007 Ford F-150 Pick-up Truck (FSI-2)	Fire	TBD		45,000
					\$ 1,201,000	\$ 85,000

*Excluding Police replacements

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6005 Parkland Dedication Reserve Fund	Opening Balance	54,586			54,586
	Interest Earned		808		808
	Direct to Reserves - 5005 Planning Development Costs		52,939		52,939
6005 Parkland Dedication Reserve Fund Total		54,586	53,746		108,332
6015 Development Charges	Opening Balance	12,520,935			12,520,935
	Interest Earned		128,765		128,765
	Direct to Reserves - Development Charges		500,000		500,000
	Capital - Mission Park Parking Lot Redevelopment - 2019			(144,000)	(144,000)
	Capital - Sarnia Library Renovations & Accessibility Upgrades - 2018			(134,617)	(134,617)
	Capital - Sarnia Sewer Upgrade Project - 2015			(2,000,000)	(2,000,000)
	Capital - Stormwater Management Facilities - 2019			(200,000)	(200,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2018			(391,201)	(391,201)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2019			(720,000)	(720,000)
	Council Approved - Fire Services Master Plan - 2019			(45,597)	(45,597)
	Council Approved - Rapids Pkwy Oversizing (City Contribution) - 2019			(130,509)	(130,509)
	Direct from Reserves - Development Area 2 Environmental Assessment - 2019			(200,000)	(200,000)
	Direct from Reserves - Development Charges Study - 2018			(15,650)	(15,650)
	Direct from Reserves - Industrial Land Servicing Study - 2019			(125,000)	(125,000)
	Direct from Reserves - Parks & Recreation Master Plan - 2018			(6,174)	(6,174)
	Direct from Reserves - Rapids Parkway Schedule C Environmental Assessment - 2019			(125,000)	(125,000)
6015 Development Charges Total		12,520,935	628,765	(4,237,747)	8,911,953
6020 Provincial Gas Tax	Opening Balance	1,610,369			1,610,369
	Interest Earned		14,409		14,409
	Direct to Reserves - Provincial Gas Tax		945,000		945,000
	Capital - Bus Shelters and AODA Upgrades - 2018			(75,000)	(75,000)
	Capital - Care-a-Van Bus Replacement - 2019			(185,000)	(185,000)
	Capital - Transit Maintenance Pit Replacement - 2019			(290,000)	(290,000)
	Capital - Transit Plan 2017 - AODA compliant Concrete Pads at Transit Stops			(30,156)	(30,156)
	Council Approved - Tripspark add't funding - 2017			(22,295)	(22,295)
	Transfer to Operating 3140 Transit Revenue			(580,000)	(580,000)
	Transfer to Operating 3195 Care-A-Van Revenue			(120,000)	(120,000)
6020 Provincial Gas Tax Total		1,610,369	959,409	(1,302,451)	1,267,327
6025 Federal Gas Tax	Opening Balance	792,996			792,996
	Direct to Reserves - Federal Gas Tax		2,171,892		2,171,892
	Direct to Reserves - Federal Gas Tax (One Time Doubling)		2,304,926		2,304,926
	Direct to Reserves - Federal Gas Tax (Surplus Distribution)		42,928		42,928
	Capital - Donohue Bridge - 2019			(1,500,000)	(1,500,000)
	Capital - LED Streetlighting Conversion Phase 3 - 2017			(30,527)	(30,527)
	Capital - Road Resurfacing - 2016			(243,055)	(243,055)
	Capital - Sarnia Library Air Handlers, Cooling Tower & Plumbing - 2019			(390,000)	(390,000)
	Council Approved - Taxiway, Ramp & Airside Signage (Additional Funding) - 2019			(64,483)	(64,483)
6025 Federal Gas Tax Total		792,996	4,519,746	(2,228,064)	3,084,678
6035 Building Permit Revenue	Opening Balance	918,084			918,084
	Interest Earned		11,395		11,395
	Transfer from Operating 5020 Building		28,052		28,052
	Direct from Reserves - Software Upgrades/Programming - 2018			(46,385)	(46,385)
	Transfer to Operating 2022 IT - 2018			(62,572)	(62,572)
6035 Building Permit Revenue Total		918,084	39,447	(108,957)	848,575
6040 Federal Harbour Reserve Fund	Opening Balance	2,643,010			2,643,010
	Interest Earned		32,997		32,997
	Transfer from Operating 2065 Harbour		10,000		10,000
	Council Approved - Closed Session Dec 11, 2017			(123,721)	(123,721)
	Transfer to Operating 2066 Sarnia Harbour			(286,028)	(286,028)
6040 Federal Harbour Reserve Fund Total		2,643,010	42,997	(409,749)	2,276,258
6045 OCIF	Opening Balance	583,165.65			583,166
	Interest Earned		15,551		15,551
	Direct to Reserves - OCIF Funding		2,938,620		2,938,620
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2019			(638,620)	(638,620)
	Capital - Road Resurfacing - 2017/2018 interest earned			(15,551)	(15,551)
	Capital - Road Resurfacing - 2018			(583,166)	(583,166)
	Capital - Road Resurfacing - 2019			(2,000,000)	(2,000,000)
	Capital - Rural Roads Rehabilitation - 2019			(300,000)	(300,000)
6045 OCIF Total		583,166	2,954,171	(3,537,337)	-
6050 Ontario Municipal Commuter Cycling	Opening Balance	442,773			442,773
	Interest Earned		2,733		2,733
	Council Approved - OMCP Projects			(445,506)	(445,506)
6050 Ontario Municipal Commuter Cycling Total		442,773	2,733	(445,506)	0

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6200 Capital Reserve	Opening Balance	2,108,648			2,108,648
	Interest Earned		27,100		27,100
	Retired Debt		1,297,117		1,297,117
	Direct to Reserves - Cestar Donation (Oversize Load Corridor)		2,000,000		2,000,000
	Direct to Reserves - National Trade Corridor Grant - Oversize Load Corridor		294,000		294,000
	Direct to Reserves - Cox Garden Donation		120,000		120,000
	Direct to Reserves - Rotary Club Loan		16,000		16,000
	Internal Debt - Principle and Interest 5500 - 05780/05781		369,045		369,045
	Transfer from 6315 Capital Revolving - To Close 6315 Capital Revolving		802,186		802,186
	Transfer from 6565 Police Operating Contingency - Radio Communications Funding		538,344		538,344
	Transfer from Operating 1200 Ontario Grants Unconditional - OMPF		1,034,140		1,034,140
	Transfer from Operating 2052 Property Maintenance - Lochiel Kiwanis Contribution		15,000		15,000
	Transfer from Operating 2490 Corporate Municipal		276,000		276,000
	Transfer from Operating 2490 Corporate Municipal - Floodplain Pilot Project Funding		60,000		60,000
	Transfer from Operating 2490 Repayment Lbt Mall Tax Assess		117,300		117,300
	Transfer from Operating 3125 Transit Admin		47,805		47,805
	Transfer from Operating 3510 Sewer Admin		90,345		90,345
	Transfer from Operating 3705 Water Distribution		57,595		57,595
	Transfer from reserve 6220 - WSIB 5 yr repayment plan		304,128		304,128
	Capital - Canatara Park Upgrades- 2018			(250,000)	(250,000)
	Capital - City Hall Building Improvements - 2019			(225,000)	(225,000)
	Capital - Compost Site Improvements - 2019			(75,000)	(75,000)
	Capital - Infrastructure Assessment - 2018			(25,000)	(25,000)
	Capital - Oversized Load Corridor - 2019			(300,000)	(300,000)
	Capital - Oversized Load Corridor - SLIA Contribution - 2019			(10,000)	(10,000)
	Capital - Oversized Load Corridor (Cestar Donation)			(2,000,000)	(2,000,000)
	Capital - Oversized Load Corridor (NTC Funding)			(294,000)	(294,000)
	Capital - Police Radio Communication System - 2018			(1,327,412)	(1,327,412)
	Capital - Public Works Improvements - 2018			(100,000)	(100,000)
	Capital - Public Works Improvements - 2019			(75,000)	(75,000)
	Capital - Sarnia Library Renovations & Accessibility Upgrades - 2018			(235,757)	(235,757)
	Capital - Streetscapes at Various Locations - 2019			(75,000)	(75,000)
	Council Approved - Police Radio Communication System (additional funding) - 2019			(821,700)	(821,700)
	Council Approved - Core IT Infrastructure - 2018			(100,000)	(100,000)
	Council Approved - Ferry Dock Hill - Immediate Structure Repair - 2019			(125,000)	(125,000)
	Council Approved - Foundation Reinforcement Tower Fire Station 4-2018			(70,000)	(70,000)
	Council Approved - Ontario Main Street Revitalization Grant - Mitton Village Façade Improvement Program			(12,924)	(12,924)
	Direct from Reserves - Emergency Siren Upgrade - 2019			(50,000)	(50,000)
	Direct from Reserves - HR Software: Absence Tracking - 2017			(24,530)	(24,530)
	Direct from Reserves - Lochiel Kiwanis Major Maintenance			(116,123)	(116,123)
	Direct from Reserves - St. Clair Region Conservation Authority Floodplain Pilot Project - 2019			(60,000)	(60,000)
6200 Capital Reserve Total		2,108,648	7,466,105	(6,372,447)	3,202,306
6210 Waterfront Development	Opening Balance	128,996			128,996
	Interest Earned		2,075		2,075
	Council Approved - Tall Ships (Sponsorships)		102,300		102,300
	Council Approved - Tall Ships (Ticket Sales)		99,121		99,121
	Council Approved - Tall Ships (Grants)		52,188		52,188
	Council Approved - Tall Ships (Ad Revenue)		5,500		5,500
	Council Approved - Tall Ships (Vendor Fees)		688		688
	Transfer from 6610 Reserve For Tall Ships		12,550		12,550
	Direct to Reserves - External Source - Sales Revenue		75,000		75,000
	Transfer from Operating 2070 Ferry Dock Hill		30,000		30,000
	Council Approved - Tall Ships (Tall Ships America Fees)			(46,493)	(46,493)
	Council Approved - Tall Ships (Advertising)			(18,949)	(18,949)
	Council Approved - Tall Ships (Operations)			(7,687)	(7,687)
	Council Approved - Tall Ships (Other)			(941)	(941)
	Council Approved - Tall Ships (Ship Fees)			(150,458)	(150,458)
	Direct from Reserves - Ferry Dock Building Repairs - 2019			(12,500)	(12,500)
	Direct from Reserves - Harbour Master Commission - 2019			(10,000)	(10,000)
	Transfer to 6300 Business Park Reserve - 3 Yr Payback			(65,666)	(65,666)
6210 Waterfront Development Total		128,996	379,421	(312,695)	195,722
6220 WSIB Self Insurance	Opening Balance	1,919,756			1,919,756
	Interest Earned		28,530		28,530
	Transfer from Operating - Payroll - WSIB		1,553,186		1,553,186
	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
	Direct from Reserves - WSIB Claims Estimate			(1,320,600)	(1,320,600)
	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)
6220 WSIB Self Insurance Total		1,919,756	2,041,716	(1,624,728)	2,336,744

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6225 Self-Insurance Reserve	Opening Balance	1,231,263			1,231,263
	Interest Earned		19,782		19,782
	Transfer from Operating 3100 Transit Transportation		25,000		25,000
	Transfer from Operating 2490 Corporate Municipal		445,000		445,000
	Transfer from Operating 3700 Water Admin		3,488		3,488
	Transfer from Operating 3510 Sewer Admin		2,229		2,229
	Direct from Reserves - Self Insurance Claims Payments			(525,000)	(525,000)
6225 Self-Insurance Reserve Total		1,231,263	495,499	(525,000)	1,201,762
6230 Façade Improvement Loan	Opening Balance	20,041			20,041
	Interest Earned		1,220		1,220
6230 Façade Improvement Loan Total		20,041	1,220		21,261
6235 YMCA Reserve	Opening Balance	600,000			600,000
	Direct to Reserves - Investment Interest		12,000		12,000
	Direct from Reserves - YMCA Payments - 2019			(12,000)	(12,000)
6235 YMCA Reserve Total		600,000	12,000	(12,000)	600,000
6240 Strangway Centre Endowment	Opening Balance	151,378			151,378
	Direct to Reserves - Investment Interest		2,000		2,000
	Direct from Reserves - Annual Interest Payment Strangway - 2019			(2,000)	(2,000)
6240 Strangway Centre Endowment Total		151,378	2,000	(2,000)	151,378
6245 Environmental Reserve	Opening Balance	75,132			75,132
	Interest Earned		902		902
	Council Approved - Landfill Consulting Services (2018 - 2020)			(31,452)	(31,452)
6245 Environmental Reserve Total		75,132	902	(31,452)	44,582
6250 Elm-High-Ex-Wood Park	Opening Balance	4,799			4,799
	Interest Earned		60		60
6250 Elm-High-Ex-Wood Park Total		4,799	60		4,859
6265 Airport	Opening Balance	31,789			31,789
	Interest Earned		439		439
	Council Approved - ACAP Grant (Taxiway, Ramp & Airside Signage)		583,665		583,665
	Transfer from Operating 2490 Corporate Municipal		25,000		25,000
	Council Approved - Increased Seating at Airport Terminal			(13,985)	(13,985)
	Council Approved - Taxiway, Ramp & Airside Signage (ACAP Funded)			(583,665)	(583,665)
	Direct from Reserves - Asphalt Remediation			(35,000)	(35,000)
6265 Airport Total		31,789	609,104	(632,650)	8,244
6270 Legacy Fund	Opening Balance	52,388			52,388
	Interest Earned		638		638
	Transfer to Operating 4601 Recreation Programs - Kids Funfest - 2019			(2,400)	(2,400)
6270 Legacy Fund Total		52,388	638	(2,400)	50,625
6285 Police Sick Leave	Opening Balance	33,262			33,262
	Transfer to 6565 Police Operating Contingency - close reserve			(33,262)	(33,262)
6285 Police Sick Leave Total		33,262		(33,262)	(0)
6300 Business Park	Opening Balance	430,435			430,435
	Interest Earned		6,215		6,215
	Council Approved - Ontario Investment Ready: Certified Site Program (multi-year)		50,000		50,000
	Council Approved - Sale of Land (1.67 acres 402 Business Park)		95,000		95,000
	Council Approved - Sale of Land (5 acres Research Park)		250,000		250,000
	Transfer from 6210 Waterfront Development Reserve - 3 Yr Payback		65,666		65,666
	Direct to Reserves - Rental Income		8,433		8,433
	Council Approved - Ontario Investment Ready: Certified Site Program 2019			(100,000)	(100,000)
	Direct from Reserves - Business Park Expenditures - Maintenance - 2019			(25,000)	(25,000)
6300 Business Park Total		430,435	475,315	(125,000)	780,750
6305 Perch Creek Harbour	Opening Balance	131,560			131,560
	Interest Earned		1,639		1,639
6305 Perch Creek Harbour Total		131,560	1,639		133,200
6315 Capital Revolving	Opening Balance	802,186			802,186
	Transfer to 6200 Capital Reserve - To Close 6315 Capital Revolving			(802,186)	(802,186)
6315 Capital Revolving Total		802,186		(802,186)	(0)
6335 Sarnia Bay Capital Improvements	Opening Balance	87,033			87,033
	Interest Earned		1,108		1,108
	Transfer from Operating 4510 General Park Maintenance		10,000		10,000
	Direct to Reserves - External Source		5,000		5,000
	Direct from Reserves - Fuel Dock & Electrical Upgrades			(35,691)	(35,691)
	Direct from Reserves - Sarnia Bay Expenditures - Upgrades & Improvements - 2019			(40,000)	(40,000)
	Refund on PY Revenue Billed		(7,340)		(7,340)
6335 Sarnia Bay Capital Improvements Total		87,033	8,768	(75,691)	20,110
6340 Bluewater Gymnastics	Opening Balance	233,470			233,470
	Interest Earned		2,549		2,549
	Direct to Reserves - Lease Payment		11,763		11,763
	Direct from Reserves - Upgrades & Improvements - 2019			(70,000)	(70,000)
	Direct to Reserves - Loan Repayment			(18,930)	(18,930)
6340 Bluewater Gymnastics Total		233,470	(4,618)	(70,000)	158,852
6350 Development Contingency	Opening Balance	45,173			45,173
	Interest Earned		563		563
6350 Development Contingency Total		45,173	563		45,736

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6355 Parking Reserve	Opening Balance	20,113			20,113
	Interest Earned		350		350
	Council Approved - Cash-in-Lieu of Parking		50,000		50,000
	Transfer from Operating 5035 By-Law Enforcement		24,000		24,000
	Capital - Mission Park Parking Lot Redevelopment - 2019			(16,000)	(16,000)
	Direct from Reserves - Parking Meter - Pay and Display - 2018			(10,000)	(10,000)
6355 Parking Reserve Total		20,113	74,350	(26,000)	68,464
6365 Sarnia Harbour	Opening Balance	2,443,473			2,443,473
	Transfer from Operating 2066 Sarnia Harbour		446,000		446,000
	Interest Earned		20,289		20,289
	Capital - 120 Seaway Road Building Improvements - 2019			(78,000)	(78,000)
	Capital - Oversized Load Corridor - 2017			(191,234)	(191,234)
	Capital - Oversized Load Corridor - 2018			(681,250)	(681,250)
	Capital - Oversized Load Corridor - 2019			(300,000)	(300,000)
	Rehabilitation of Seaway Road - 2016			(70,736)	(70,736)
6365 Sarnia Harbour Total		2,443,473	466,289	(1,321,220)	1,588,542
6370 Canatara Park Projects	Interest Earned		669		669
	Council Approved - Pocock Estate Donation		107,077		107,077
6370 Canatara Park Projects Total			107,746		107,746
6400 Election Expenses	Opening Balance	22,836			22,836
	Transfer from Operating 2100 Elections		65,000		65,000
6400 Election Expenses Total		22,836	65,000		87,836
6430 Transit - Vehicle	Opening Balance	363,318			363,318
	Retired Debt		198,783		198,783
	Capital - Transit Plan 2017 - AODA compliant Concrete Pads at Transit Stops		30,156		30,156
	Capital - Transit Plan 2017 - Onboard Cameras		76,348	(47,348)	29,000
	External Source - Depreciation Charges PT Edward		1,089		1,089
	Transfer from Operating 3100 Transit		7,500		7,500
	Capital - Transit Plan 2017 - AODA compliant Concrete Pads at Transit Stops (PTIF)			(30,156)	(30,156)
	Capital - Transit Plan 2017 - Onboard Cameras (PTIF)			(76,348)	(76,348)
6430 Transit - Vehicle Total		363,318	313,877	(153,852)	523,342
6440 Land Purchase	Opening Balance	85,668			85,668
	Council Approved - Lecaron Ave		7,000		7,000
6440 Land Purchase Total		85,668	7,000		92,668
6450 Water Rates Stabilization	Opening Balance	944,133			944,133
6450 Water Rates Stabilization Total		944,133			944,133
6470 Care-A-Van - Vehicle	Opening Balance	27,288			27,288
	Retired Debt		17,706		17,706
6470 Care-A-Van - Vehicle Total		27,288	17,706		44,994
6480 Transit Building	Opening Balance	181,895			181,895
	Transfer from Operating 3120 Transit Premises		15,000		15,000
	Capital - Transit Plan 2017 - Bus Storage Facility Upgrades (PTIF Grant)		38,922		38,922
	Transfer from Operating 3170 Care-A-Van		5,000		5,000
	Capital - Building Security Upgrades - 2018			(16,966)	(16,966)
	Capital - Transit Plan 2017 - Bus Storage Facility Upgrades			(38,922)	(38,922)
	Capital - Transit Plan 2017 - Bus Storage Facility Upgrades (PTIF)			(38,922)	(38,922)
6480 Transit Building Total		181,895	58,922	(94,810)	146,007
6485 Energy Management	Opening Balance	227,754			227,754
	Transfer from Operating 2490 Corporate Municipal		303,523		303,523
	External Source - Energy Rebates		42,601		42,601
	Capital - Energy Efficiency Projects - 2019			(300,000)	(300,000)
	Capital - Energy Efficiency Projects - 2018			(38,984)	(38,984)
	Council Approved - WPCC Upgrades - UV Changeout - 2018			(52,000)	(52,000)
6485 Energy Management Total		227,754	346,124	(390,984)	182,895
6490 Computer Equipment Replacement	Opening Balance	583,292			583,292
	Retired Debt		100,000		100,000
	Transfer from Operating 2022 IT		150,000		150,000
	Capital - Core IT Infrastructure - 2017			(6,396)	(6,396)
	Capital - IT Asset Lifecycle Hardware - 2019			(180,000)	(180,000)
	Council Approved - Connectivity Innovation Pilot - 2018			(14,605)	(14,605)
	Direct from Reserves - City Website Rebuild - 2016/2017 Combined			(91,253)	(91,253)
	Direct from Reserves - Computer Hardware - 2018			(37,301)	(37,301)
	Direct from Reserves - End User Desktops & Laptops - 2018			(6,389)	(6,389)
	Transfer from Capital Projects - Capital Out of Rates (CMMS)			(183,493)	(183,493)
	Transfer from Capital Projects - Capital Out of Rates (Worktech)			(90,971)	(90,971)
6490 Computer Equipment Replacement Total		583,292	250,000	(610,408)	222,884
6495 City Hall Building	Opening Balance	46,737			46,737
	Transfer from Operating 2052 Property		40,000		40,000
	Direct from Reserves - Flooring Replacement - 2018			(19,000)	(19,000)
6495 City Hall Building Total		46,737	40,000	(19,000)	67,737
6500 City Hall Printing Room	Opening Balance	85,223			85,223
	Transfer from Operating 2052 Property		6,900		6,900
6500 City Hall Printing Room Total		85,223	6,900		92,123

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6510 Fire Equipment	Opening Balance	672,574			672,574
	Retired Debt		647,602		647,602
	Transfer from Operating 2500 Fire Officers		85,000		85,000
	Direct to Reserves - Fire Marque Cost Recovery Program		40,000		40,000
	Direct to Reserves - Donation (Fire Extinguisher Training Unit)		6,000		6,000
	Capital - Emergency Fire Apparatus - 2019			(1,000,000)	(1,000,000)
	Direct from Reserves - Air Monitoring Equipment - 2018			(13,258)	(13,258)
	Direct from Reserves - Air Monitoring Equipment - 2019			(34,000)	(34,000)
	Direct from Reserves - Bunker Gear - 2019			(94,000)	(94,000)
	Direct from Reserves - Fire Extinguisher Training Unit - 2019			(24,000)	(24,000)
	Direct from Reserves - Fire Hose - 2019			(25,000)	(25,000)
	Direct from Reserves - Mobile Strategy Plan - 2017			(5,950)	(5,950)
	Direct from Reserves - Opticom Inventory Maintenance - 2019			(10,000)	(10,000)
	Direct from Reserves - Small Vehicle Replacement - 2019			(75,000)	(75,000)
	Direct from Reserves - Wildland Firefighting Sked - 2019			(10,500)	(10,500)
6510 Fire Equipment Total		672,574	778,602	(1,291,708)	159,468
6515 Police Building	Opening Balance	214,216			214,216
	Transfer from Operating 2625 Police - Station		100,000		100,000
	Council Approved - Unplanned or Emergency Repairs			(60,000)	(60,000)
	Direct from Reserves - Furnishings - 2019			(12,303)	(12,303)
	Direct from Reserves - Lighting Upgrades - 2019			(74,000)	(74,000)
	Direct from Reserves - Replacement Fire Alarm Panel - 2019			(65,000)	(65,000)
	Direct from Reserves - Replacement Lockers Dispatch - 2019			(2,000)	(2,000)
	Direct from Reserves - Upgrades PTAAC Training Centre - 2019			(30,000)	(30,000)
6515 Police Building Total		214,216	100,000	(243,303)	70,913
6520 911 Equipment	Opening Balance	140,435			140,435
	Transfer from Operating 2610 Police - Communications		110,000		110,000
	Direct to Reserves - Lease		2,700		2,700
	Capital - 911/Dispatch Stations - 2019			(107,331)	(107,331)
	Direct from Reserves - GPS Time Clock - 2019			(6,800)	(6,800)
	Direct from Reserves - PC Workstations (6) CAD Refresh - 2019			(33,000)	(33,000)
	Direct from Reserves - Servers (3) CAD Refresh - 2019			(15,000)	(15,000)
	Direct from Reserves - Upgrades Next Generation 911 - 2019			(50,000)	(50,000)
6520 911 Equipment Total		140,435	112,700	(212,131)	41,004
6525 Works Equipment	Opening Balance	2,272,610			2,272,610
	Transfer from Operating 2066 Sarnia Harbour		7,000		7,000
	Transfer from Operating 3500 Sanitary Sewer Maintenance		246,822		246,822
	Transfer from Operating 3600 Storm Sewer Maintenance		116,520		116,520
	Transfer from Operating 4510 General Park Maintenance		384,500		384,500
	Transfer from Operating 3705 Water Distribution		486,308		486,308
	Transfer from Operating 2022 IT		14,339		14,339
	Transfer from Operating 5035 By-Law Enforcement		52,000		52,000
	Transfer from Operating 2052 Property		64,585		64,585
	Sale of Equipment		14,397		14,397
	Transfer from Operating 3005 PW Admin		59,834		59,834
	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 3010 Street Maintenance Urban		292,183		292,183
	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 3501 Pump Station Maintenance		135,729		135,729
	Transfer from Operating 3505 WPCC		38,715		38,715
	Transfer from Operating 3506 BG Lagoons		21,569		21,569
	Transfer from Operating 3507 Bio-Solids		28,903		28,903
	Transfer from Operating 3880 Garbage Recycling		31,350		31,350
	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 4710 PASA		15,000		15,000
	Transfer from Operating 5005 Planning		1,000		1,000
	Transfer from Operating 5020 Building Department		39,585		39,585
	Transfer from Capital Projects - Capital Out of Rates			(57,183)	(57,183)
	Direct from Reserves - Equipment (Fleet) Replacement - 2019			(1,172,000)	(1,172,000)
	Direct from Reserves - Equipment (Fleet) Replacement - 2018			(1,076,135)	(1,076,135)
	Transfer to Operating 3005 PW Admin			(100,000)	(100,000)
	Transfer to Operating 3015 Work Centre			(590,308)	(590,308)
	Transfer to Operating 3020 Equipment Maintenance			(1,295,000)	(1,295,000)
6525 Works Equipment Total		2,272,610	3,038,838	(4,290,625)	1,020,822
6530 Emergency Management	Opening Balance	30,065			30,065
	Transfer from Operating 2780 Emergency Measures		15,000		15,000
	Expenditures from 2015 Donation			(9,606)	(9,606)
6530 Emergency Management Total		30,065	15,000	(9,606)	35,459

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6535 Sewage Treatment Plant	Opening Balance	668,163			668,163
	Direct to Reserves - Sewage Tickets		53,100		53,100
	Capital - WPCU Upgrades - UV Changeout - 2018			(500,000)	(500,000)
	Council Approved - WWTP Study			(25,642)	(25,642)
6535 Sewage Treatment Plant Total		668,163	53,100	(525,642)	195,621
6560 Library Facilities	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 - 2019			(5,068)	(5,068)
6560 Library Facilities Total		25,297	17,500	(5,068)	37,729
6565 Police Operating Contingency	Opening Balance	805,344			805,344
	Transfer from 6285 Police Sick Leave Reserve		33,262		33,262
	Transfer to 6200 Capital Reserve - Police Radio Communications Project Per Council			(538,344)	(538,344)
	Transfer to 6595 Police Equipment Reserve			(200,000)	(200,000)
6565 Police Operating Contingency Total		805,344	33,262	(738,344)	100,262
6580 Tax Stabilization	Opening Balance	3,031,359			3,031,359
	Direct to Reserves - Tax Supplementals		300,000		300,000
	Transfer from Operating 1000 Taxation City		600,000		600,000
	Direct from Reserves - Tax Appeals - 2019			(900,000)	(900,000)
6580 Tax Stabilization Total		3,031,359	900,000	(900,000)	3,031,359
6581 Operating Contingency	Opening Balance	4,855,854			4,855,854
	Transfer from Operating 2490 Corp Municipal		250,000		250,000
	Prior Year Benefits Reconciliation		102,683		102,683
	Council Approved - Increase to Major Events Assistance			(30,000)	(30,000)
6581 Operating Contingency Total		4,855,854	352,683	(30,000)	5,178,537
6585 Tax Stabilization - Transit	Opening Balance	233,405			233,405
	Transfer from Operating 1055 Taxation Transit Area		30,000		30,000
	Direct from Reserves - Tax Appeals - 2019			(30,000)	(30,000)
6585 Tax Stabilization - Transit Total		233,405	30,000	(30,000)	233,405
6590 Sewer Rates Stabilization	Opening Balance	525,120			525,120
6590 Sewer Rates Stabilization Total		525,120			525,120
6595 Police Equipment	Opening Balance	338,866			338,866
	Transfer from Operating 2625 Police - Station		400,000		400,000
	BWH Software Start Up Costs		25,000		25,000
	CISO Grant		8,000		8,000
	Direct to Reserves - Sale of Vehicles		40,000		40,000
	Roadside Drug Testing Devices Funding		13,619		13,619
	Transfer from 6565 Operating Contingency Reserve		200,000		200,000
	Transfer from PW Reserve 6525		18,000		18,000
	Capital - IT Equipment - Lifecycle Replacement - 2019			(75,000)	(75,000)
	Council Approved - Dictaphone Software			(74,000)	(74,000)
	Direct from Reserves - Computers/Laptops - 2019			(59,741)	(59,741)
	Direct from Reserves - Equipment (Fleet) Replacement - Police - 2018			(87,352)	(87,352)
	Direct from Reserves - Equipment Bicycle Unit - 2019			(2,500)	(2,500)
	Direct from Reserves - Extraction Software - 2019			(11,970)	(11,970)
	Direct from Reserves - Holsters - 2019			(14,500)	(14,500)
	Direct from Reserves - HPE Network Switches/Wireless Infrastructure - 2019			(76,866)	(76,866)
	Direct from Reserves - IT Watchguard Firewall - 2019			(20,000)	(20,000)
	Direct from Reserves - License Plate Reader - 2019			(40,000)	(40,000)
	Direct from Reserves - PC Workstation Forensic Electronic Crimes - 2019			(6,328)	(6,328)
	Direct from Reserves - Replacement of Criminal Intelligence Service Ontario Vehicle - 2018			(32,000)	(32,000)
	Direct from Reserves - Replacement Radar Equipment - 2019			(3,000)	(3,000)
	Direct from Reserves - Roadside Drug Testing Devices - 2019			(15,000)	(15,000)
	Direct from Reserves - Upgrades Firearms Magazines - 2019			(11,743)	(11,743)
	Direct from Reserves - Vehicle (Fleet) Replacement - Police - 2019			(325,000)	(325,000)
	Direct from Reserves - Vehicle Uplifting - 2019			(40,000)	(40,000)
	Direct from Reserves - Vests Emergency Response - 2019			(50,000)	(50,000)
	Direct from Reserves - Video Forensics Software - 2019			(10,000)	(10,000)
	FARO 3D Scanner			(1,544)	(1,544)
	Radar Units			(1,093)	(1,093)
6595 Police Equipment Total		338,866	704,619	(957,637)	85,848
6600 Fire Station	Opening Balance	210,871			210,871
	Direct to Reserves - External Source		2,700		2,700
	Capital - New Colborne Road Fire Hall - 2017			(18,987)	(18,987)
	Capital - New Colborne Road Fire Hall - 2018			(184,000)	(184,000)
6600 Fire Station Total		210,871	2,700	(202,987)	10,585

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6610 Park/Rec Facilities	Opening Balance	924,747			924,747
	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
	Donations		400		400
	Council Approved - Rotary Club Donation (Canatara Park Playground)		100,000		100,000
	Capital - Errol Russell Park Revitalization - 2017			(71,134)	(71,134)
	Capital - Park Infrastructure - 2018			(68,828)	(68,828)
	Capital - Park Infrastructure - 2019			(140,000)	(140,000)
	Capital - Sarnia Arena Improvements - Canada 150 - 2017			(227,422)	(227,422)
	Capital - Sports & Recreation - 2017			(148,962)	(148,962)
	Capital - Sports & Recreation - 2018			(300,000)	(300,000)
	Capital - Sports & Recreation - 2019			(670,000)	(670,000)
	Council Approved - Rotary Club Donation (Canatara Park Playground) - 2019			(100,000)	(100,000)
	Capital - Arena Improvements - 2019			(450,000)	(450,000)
	Transfer to 6210 Reserve for Tall Ships			(12,550)	(12,550)
6610 Park/Rec Facilities Total		924,747	1,306,929	(2,188,896)	42,779
6615 Capital Infrastructure	Opening Balance	7,079,283			7,079,283
	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 - Donohue Bridge - 2018			(1,413,800)	(1,413,800)
	Capital - Infrastructure Assessment - 2019			(75,000)	(75,000)
	Capital - Lochiel Kiwanis Centre Building Improvements - 2019			(120,000)	(120,000)
	Capital - New Colborne Road Fire Hall - 2018			(66,000)	(66,000)
	Capital - Police Radio Communication System - 2019			(2,761,300)	(2,761,300)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2016			(204,336)	(204,336)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2017			(848,369)	(848,369)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2018			(250,000)	(250,000)
	Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2019			(361,380)	(361,380)
	Capital - Road Resurfacing - 2018			(85,576)	(85,576)
	Capital - Rural Roads Rehabilitation - 2016			(425,000)	(425,000)
	Capital - Rural Roads Rehabilitation - 2017			(525,000)	(525,000)
	Capital - Rural Roads Rehabilitation - 2018			(300,000)	(300,000)
	Capital - Sarnia Sewer Upgrade Project - 2017			(183,055)	(183,055)
	Capital - Shoreline Protection - 2018			(700,000)	(700,000)
	Capital - Shoreline Protection - 2019			(600,000)	(600,000)
	Capital - Shoreline Protection -2017			(33,604)	(33,604)
	Capital - Streetscapes at Various Locations - 2017			(118,864)	(118,864)
	Capital - Streetscapes at Various Locations - 2018			(125,000)	(125,000)
	Capital - TMP - Sidewalks and Bike lanes - 2018			(2,239)	(2,239)
	Capital - TMP - Sidewalks and Bike lanes - 2019			(125,000)	(125,000)
	Cole Drain - 2014			(260,000)	(260,000)
	Council Approved - Rehab of Var. Structures Re-purposed Funding - 2019			(153,741)	(153,741)
	Direct from Reserves - Scott Road Lagoons Environmental Study - 2019			(100,000)	(100,000)
	Road Resurfacing - 2015			(19,890)	(19,890)
	Rural Roads Rehabilitation - 2015			(96,259)	(96,259)
	Sports & Recreation - 2016 (Lochiel Kiwanis Roof Repairs)			(19,605)	(19,605)
6615 Capital Infrastructure Total		7,079,283	3,789,517	(9,973,018)	895,783
6616 Capital Infrastructure - Sewer	Opening Balance	9,738,315			9,738,315
	Retired Debt		1,001,805		1,001,805
	Direct to Reserves - Sewer Separation (Potential Grant)		800,000		800,000
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project (2015)		4,906,290		4,906,290
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project (2017)		8,000,000		8,000,000
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project (2018)		3,000,000		3,000,000
	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project (2019)		5,000,000		5,000,000
	Sewage Tickets		59,667		59,667
	Transfer from Operating 3500 Sanitary Sewer Maintenance		4,306,040		4,306,040
	Transfer from Operating 3600 Storm Sewer Maintenance		153,377		153,377
	Capital - Bio Solids Improvements - 2019			(300,000)	(300,000)
	Capital - Improvements to WPCC - 2018			(4,858)	(4,858)
	Capital - Improvements to WPCC - 2019			(50,000)	(50,000)
	Capital - Infrastructure Assessment - 2018			(75,000)	(75,000)
	Capital - Pumping Station Improvements - 2018			(110,750)	(110,750)
	Capital - Pumping Station Improvements - 2019			(500,000)	(500,000)
	Capital - Sarnia Sewer Upgrade Project - 2015 (Grant)			(3,321,404)	(3,321,404)
	Capital - Sarnia Sewer Upgrade Project - 2017			(3,000,000)	(3,000,000)
	Capital - Sarnia Sewer Upgrade Project - 2017 (Grant)			(8,000,000)	(8,000,000)
	Capital - Sarnia Sewer Upgrade Project - 2019			(2,500,000)	(2,500,000)
	Capital - Sarnia Sewer Upgrade Project (SCF Funding) - 2019			(5,000,000)	(5,000,000)
	Capital - Sarnia Sewer Upgrade Project - 2018			(1,500,000)	(1,500,000)
	Capital - Sarnia Sewer Upgrade Project - 2018 (Grant)			(3,000,000)	(3,000,000)
	Capital - Sewer Separation - 2019			(600,000)	(600,000)
	Capital - Sewer Separation (Potential Grant) - 2019			(800,000)	(800,000)
	Capital - Talfourd, Devine and Side Streets Separation - 2018			(150,000)	(150,000)

FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2019

Reserve	Description	Opening Balance January 2019	Total Revenue	Total Spent / Committed	Forecasted Balance December 2019
6616 Capital Infrastructure - Sewer	Capital - WPCU Upgrades - UV Changeout - 2018			(250,000)	(250,000)
	Transfer from Capital - Capital Out of Rates (GIS Application)			(17,103)	(17,103)
6616 Capital Infrastructure - Sewer Total		9,738,315	27,227,180	(29,179,115)	7,786,380
6617 Capital Infrastructure - Water	Opening Balance	7,519,393			7,519,393
	Transfer from Operating 3700 Water Admin		635,571		635,571
	Transfer from Operating 3705 Water Distribution		3,435,783		3,435,783
	Transfer from Operating 3700 LAWSS		506,480		506,480
	Transfer from Operating 3700 OCWA		34,595		34,595
	Capital - Bio Solids Improvements - 2019			(300,000)	(300,000)
	Capital - Corrosion Protection Plan - 2018			(258,914)	(258,914)
	Capital - Corrosion Protection Plan - 2019			(1,200,000)	(1,200,000)
	Capital - Improvements to WPCU - 2019			(50,000)	(50,000)
	Capital - Infrastructure Assessment - 2017			(86,676)	(86,676)
	Capital - Infrastructure Assessment - 2019			(125,000)	(125,000)
	Capital - Sewer Separation - 2019			(600,000)	(600,000)
	Capital - Stormwater Management Facilities - 2018			(92,824)	(92,824)
	Capital - Talfourd, Devine and Side Streets Separation - 2017			(611,872)	(611,872)
	Capital - Talfourd, Devine and Side Streets Separation - 2018			(2,000,000)	(2,000,000)
	Capital - Water meter Replacement Project - 2016			(150,000)	(150,000)
	Capital - Water meter Replacement Project - 2017			(150,000)	(150,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2018			(1,150,000)	(1,150,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various - 2019			(1,240,000)	(1,240,000)
	Capital - Watermain, Sanitary & Storm Sewer Replacement - Various 2017			(522,889)	(522,889)
	Capital - WPCU Upgrades - UV Changeout - 2018			(270,093)	(270,093)
	Direct from Reserves - Water & Wastewater Long Term Financial Plan Update - 2018			(9,694)	(9,694)
	Transfer from Capital - Capital Out of Rates (GIS Application)			(17,103)	(17,103)
	Water meter Replacement Project - 2015			(119,385)	(119,385)
6617 Capital Infrastructure - Water Total		7,519,393	4,612,429	(8,954,448)	3,177,374
6618 Storm Sewer Infrastructure	Opening Balance	92,824			92,824
	Capital - Stormwater Management Facilities - 2018			(92,824)	(92,824)
6618 Storm Sewer Infrastructure Total		92,824		(92,824)	0
6619 Municipal Drain Rehabilitation	Opening Balance	486,603			486,603
	Transfer from Operating 3040 Municipal Drains		200,000		200,000
	Council Approved - Griffin Drain Improvements - 2018			(30,000)	(30,000)
	Council Approved - Woods Drain - 2018			(64,871)	(64,871)
	Direct from Reserves - Annual Expenditures			(100,000)	(100,000)
6619 Municipal Drain Rehabilitation Total		486,603	200,000	(194,871)	491,732
6635 Seaway Kiwanis Campus	Opening Balance	62,939			62,939
	Direct to Reserves - External Source		5,000		5,000
	Direct from Reserves - Kiwanis Pavilion Expenditures - Upgrades & Improvements			(15,000)	(15,000)
6635 Seaway Kiwanis Campus Total		62,939	5,000	(15,000)	52,939
6640 Accessibility	Opening Balance	269,083			269,083
	Transfer from Operating 2490 Corporate Municipal		100,000		100,000
	Council Approved - Enabling Accessibility Grant (Cox Youth Centre Washrooms)		59,508		59,508
	Capital - Sarnia Library Renovations & Accessibility Upgrades - 2018			(180,473)	(180,473)
	Capital - Sports & Recreation			(40,000)	(40,000)
	Council Approved - Cox Youth Centre Washrooms (Enabling Accessibility Grant) - 2019			(59,508)	(59,508)
	Council Approved - Errol Russell Park - 2018			(55,000)	(55,000)
6640 Accessibility Total		269,083	159,508	(334,981)	93,610
6650 Suncor Agora Capital	Opening Balance	231,657			231,657
6650 Suncor Agora Capital Total		231,657			231,657
Forecasted Balance December 2019		73,113,983	65,884,829	(85,877,802)	53,121,011

Reserve and Reserve Fund Adequacy Indicators

Measure	2019	2020	2021	Indicator/Target
General Tax Discretionary Reserves divided by General Property Tax Revenue (excluding Police)	26.9%	21.0%	30.8%	>50% is an indicator of financial stability
Police Tax Discretionary Reserves divided by Police Property Tax Revenue	1.2%	0.8%	1.8%	>50% is an indicator of financial stability
Transit Tax Discretionary Reserves divided by Transit Property Tax Revenue	22.5%	24.0%	26.1%	>50% is an indicator of financial stability
Combined Tax Discretionary Reserves divided by Property Tax Revenue	30.6%	23.8%	24.6%	>50% is an indicator of financial stability
Water Reserves divided by Water Own-Source Revenue	25.0%	18.0%	8.1%	>50% is an indicator of financial stability
Sewer Reserves divided by Sewer Own-Source Revenue	46.1%	46.6%	24.6%	>50% is an indicator of financial stability
Debt (excluding DC funded debt) to Reserves (excluding obligatory reserves) Ratio	0.09	0.09	0.08	< 1 is indicator of financial prudence
General Tax Supported Stabilization/Contingency Reserves & Reserve Funds (excluding Police)	10.6%	10.1%	10.0%	5-10% of gross expenditures
Police Tax Supported Stabilization/Contingency Reserves & Reserve Funds	0.4%	0.2%	0.1%	5-10% of gross expenditures
Transit Tax Supported Stabilization Reserves & Reserve Funds	3.6%	3.4%	3.3%	5-10% of gross expenditures
Combined Tax Supported Stabilization Reserves & Reserve Funds	3.0%	2.8%	2.7%	5-10% of gross expenditures
Water Rate Supported Stabilization Reserves & Reserve Funds	5.7%	5.4%	5.3%	5-10% of gross expenditures
Wastewater Rate Supported Stabilization Reserves & Reserve Funds	2.8%	2.7%	2.7%	5-10% of gross expenditures
Rate Supported Stabilization Reserves & Reserve Funds	4.2%	4.0%	4.0%	5-10% of gross expenditures
Facilities/Building Reserves for Asset Management	0.4%	0.4%	0.1%	2-3% of replacement costs
Water/Sewer Reserves for Asset Management	1.4%	1.3%	0.6%	1-2% of replacement costs
Vehicle/Equipment Reserves for Asset Management	not yet assessed	not yet assessed	not yet assessed	10% of replacement costs
All Other Assets Reserves for Asset Management	1.0%	1.2%	2.2%	2-3% of replacement costs
Employee Future Benefits	0	0	0	\$2,194,600 = 2 x the estimated annual benefit payments (1,097,300) from the most recent audited financial statements