

# The City of Sarnia

## 2019 BUDGET DIRECTION

### – DIRECTORS PRESENTATIONS

*Our Vision:*

*Sarnia, The Place You Want To Be!*

*Our Mission:*

*Strength Through Collaborative Leadership*



# Parks and Recreation

*Rob Harwood,*

Director of Parks and Recreation



## Core Functions

- Planning and maintenance of nearly 1200 acres of parkland, pathways, trails, City facilities, storm water management ponds and boulevards
- Schedules and maintains 3 arenas facilities (with 5 rinks), 12,000+ hours of ice rentals, 3000 hours of arena community hall use and 5500 hours of ice maintenance to provide safe efficient ice surfaces
- Recreation programming activities including aquatics, fitness programs and summer camps
- 65+ hours of weekly operation and programming at the Strangway Centre: Aquatics, Fitness and Wellness, Sports & Recreation, Mind & Body, Weekly Activities, Art, Crafts, Music, Languages, Facts & Chats, Hobbies & Interests, Woodworking, Support Groups, Services, and Daytrips (approximately up to 100 different programs with multiple sessions and levels of learning). Strangway offers up to 10 special events each year and we rent our rooms regularly to over 15 community organizations weekly.
- Waterfront programming, community-led events and festival liaison support and direct event and festival programming such as Canada Day
- Operations and maintenance of sports fields
- Responsible for horticulture and arboriculture (urban forestry)
- Community liaison work with a number of related citizen and Council committees

## Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Parks & Recreation Administration	3			3	3			3
Parks Administration	3			3	3			3
General Parks Maintenance	7	8	8.33	23.33	7	8	8.33	23.33
Greenhouse and Horticulture	3	2.5	1.33	6.83	3	2.5	1.33	6.83
Arboriculture	7	0.33		7.33	7	0.33		7.33
Recreation Administration	4			4	4			4
Recreation Programs			3.17	3.17		0.11	3.17	3.28
Arenas Administration	2			2	2			2
Sarnia Arena	4	0.54		4.54	4	0.54		4.54
Clearwater Arena	10	0.5	0.56	11.06	10	0.5	0.56	11.06
Progressive Auto Sales Arena	8	0.8		8.8	8	0.8		8.8
Cox Youth Centre & Pool			5.21	5.21			5.21	5.21
Strangway Centre	2	0.33		2.33	2	0.33		2.33
<b>Total:</b>	<b>53</b>	<b>13</b>	<b>18.6</b>	<b>84.6</b>	<b>53</b>	<b>13.11</b>	<b>18.6</b>	<b>84.71</b>

### Legend

Full Time (FT)  
Part Time (PT)  
Student (STU)

# Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
<b>Revenues</b>							
	-3,565,114	-3,458,137	-3,515,768	-57,631	-3,408,120	-3,461,323	-53,203
<b>Total Revenues</b>	-3,565,114	-3,458,137	-3,515,768	-57,631	-3,408,120	-3,461,323	-53,203
<b>Expenditures</b>							
Staffing	6,064,379	5,891,251	5,785,239	-106,012	5,567,489	5,819,847	252,358
Contracted/Purchased Services	536,949	720,825	629,949	-90,876	701,894	339,794	-362,100
Materials/Supplies	28,000	19,401	22,000	2,599	11,074	34,730	23,656
Insurance	0	0	0	0	0	0	0
Utilities	1,193,910	1,344,081	1,188,910	-155,171	1,331,838	1,145,667	-186,171
Facilities/Grounds/Parks	550,637	515,509	544,162	28,653	417,853	481,006	63,153
Equipment/Vehicles	570,500	549,235	561,670	12,435	579,592	641,390	61,798
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	295,838	506,837	280,913	-225,924	356,129	212,793	-143,336
Contribution to Reserves	16,000	6,000	6,000	0	6,000	6,000	0
<b>Total Expenditures</b>	9,256,213	9,553,139	9,018,843	-534,296	8,971,869	8,681,227	-290,642
<b>Net</b>	5,691,099	6,095,002	5,503,075	-591,927	5,563,749	5,219,904	-343,845
<b>% Change Vs. Prior Year Budget</b>	3%		5%				
Staffing % of Expenditures	66%		64%			67%	
Other % of Expenditures	34%		36%			33%	

## Notes:

## Key Stats

- 25 buildings/Field Houses
- Maintaining 1,200 acres of parkland and trails
- Maintaining 3 arenas with 5 ice surfaces
- 16 ball diamonds
- 32 soccer fields, 2 football and rugby fields
- 4 Community Centre's, including Strangway
- 26 tennis and Pickleball courts
- 30 shelters/gazebos
- 15 hectares of beach/waterfront
- 200+ Recreational Programs
- 2 greenhouses and approx. 90,000 municipal trees maintained, 1000+ trees planted, emergency storm work
- 50km of trails and pathways
- 33,000 sq. m of gardens



## 2018 Key Deliverables to Date

- Sarnia arena Revitalization Project
- Accessible Ramp replacement Sarnia Arena(ongoing)
- Blackwell Park Pickleball court upgrades
- Accessible pathway from Cathcart parking lot to tennis courts and Nature trail connection
- Two new bleachers installed at Clearwater Park
- Improvements to Terry Fox building (Canatara)
- Howard Watson Nature Trail Modeland Road Gateway project
- New Park signage Centennial Park and Veterans Park (Communities in Bloom)
- 8 New Parks signs in smaller parks
- Phragmites eradication Canatara Park and Nature Trail (Exmouth to Retford)
- PASA Rink 2 Low E ceiling and lighting replacement
- Clearwater Arena Refrigeration controls to optimize energy efficiency
- Clearwater arena Hot Water equipment replacement
- Elevator upgrades – Clearwater Arena
- HVAC improvements Clearwater arena
- Errol Russell Park upgrades
- Veterans Park ongoing upgrades
- Achieved 5 Blooms - Silver rating and a special mention for Veterans Park during the 2018 Communities in Bloom competition

## Challenges

- Aging infrastructure requiring high level of Maintenance (often after hours emergencies)
- Staffing resources are stretched making it difficult to maintain expected service levels

## 2019 Initiatives and Budget Implications

### Carryover

- Parks and Recreation Master Plan
- Errol Russell Park Project (landscaping)
- Ongoing Playground, Parks signage and Bleacher replacement(s)

### New Projects

- Sarnia Arena spectator Heating system
- Flat roof replacement Clearwater Arena
- Germain Lawn Bowling Pathways and Parking lot improvements, Dog Park improvements
- Cox Youth Centre New Pool liner and Accessible washroom for splashpad

## 2019 - What is different that changes the budget significantly?

- Our ongoing Asset Management and Electrical Safety Authority inspections in older facilities present continuous increases in contract account expenses and solutions.
- Fair Workplaces, Better Jobs Act – increased minimum wage and paid days off for part time staff

# Engineering/Public Works

*Mike Berkvens,*  
Director of Engineering





## Core Functions

- Coordinate and implement projects, programs, policies and services approved by Council in accordance with Municipal, Provincial and Federal Acts and regulations pertaining to public works
- Administer and coordinate design and construction of municipal infrastructure
- New residential subdivision and site plan development
- Oversee traffic signals, road signs, street lighting and various transportation studies
- Administration of construction projects including sewer separation, asphalt resurfacing, drainage projects, watermain and pump station construction
- Administer the scheduled and emergency repairs of the shoreline
- Road Maintenance- snow plow, asphalt & curb repairs, street sweeping, pothole patch, grass cutting, sidewalk repairs, curb repairs, line painting, signs, roadside drains
- Administer the garbage, recycling and organic waste contracts
- Maintain the fleet of equipment for PW, Police and Parks & Recreation

## Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Engineering - Administration	2			2	2			2
Engineering - Design	4.5		1	5.5	4.5		1	5.5
Engineering - Traffic	1			1	1			1
Engineering - Development	3	2	0.33	5.33	3	2	0.33	5.33
Engineering - Construction	4		0.5	4.5	4		0.5	4.5
Municipal Drains	0.5			0.5	0.5			0.5
Public Works - Administration	9	0.8		9.8	9	0.8		9.8
Road Maintenance - Rural	5	1		6	5	1		6
Streets Maintenance - Concrete	5			5	5			5
Streets Maintenance - Urban	14	1	2.33	17.33	14	1	2.33	17.33
Works Centre	11			11	11			11
Waste Management - Collection	0.5			0.5	0.5			0.5
Garbage & Recycling	1.5		0.33	1.83	1.5		0.66	2.16
<b>Total:</b>	<b>61</b>	<b>4.8</b>	<b>4.49</b>	<b>70.29</b>	<b>61</b>	<b>4.8</b>	<b>4.82</b>	<b>70.62</b>

### Legend

Full Time (FT)  
Part Time (PT)  
Student (STU)



## Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
<b>Revenues</b>							
	(6,761,832)	(7,893,154)	(6,635,137)	1,258,017	(8,669,995)	(6,645,410)	2,024,585
<b>Total Revenues</b>	(6,761,832)	(7,893,154)	(6,635,137)	1,258,017	(8,669,995)	(6,645,410)	2,024,585
<b>Expenditures</b>							
Staffing	6,947,898	6,546,416	6,591,024	44,608	6,629,919	6,624,757	(5,162)
Contracted/Purchased Services	4,174,956	4,189,525	4,270,339	80,814	4,171,910	4,270,339	98,429
Materials/Supplies	1,138,010	922,246	1,093,466	171,220	896,917	1,043,466	146,549
Insurance	0	169,774	0	(169,774)	215,134	0	(215,134)
Utilities	1,117,538	1,065,178	1,222,838	157,660	1,192,770	1,225,441	32,671
Facilities/Grounds/Parks	123,700	97,042	116,700	19,658	193,009	116,700	(76,309)
Equipment/Vehicles	1,642,922	2,752,458	1,446,465	(1,305,993)	2,739,064	1,446,465	(1,292,599)
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	215,988	411,140	425,788	14,648	409,580	424,288	14,708
Contribution to Reserves	200,000	0	0	0	50,000	50,000	0
<b>Total Expenditures</b>	15,561,012	16,153,779	15,166,620	(987,159)	16,498,303	15,201,456	(1,296,847)
<b>Net</b>	8,799,180	8,260,625	8,531,483	270,858	7,828,308	8,556,046	727,738
<b>% Change Vs. Prior Year Budget</b>	3%			-			
Staffing % of Expenditures	45%			43%		44%	
Other % of Expenditures	55%			57%		56%	

**Notes:** Equipment/Vehicles costs previously included in reserve budget but actual costs then shown in operating budget. This inconsistency will be rectified in 2019 budget to allow accurate variance analysis. 2018 Contribution to reserves is for drain assessments, it is not a new transfer, previously included in the other category.

## Key Stats

- 439 kilometres of roads
- Public Works maintains approximately 560 pieces of equipment for PW, Police, and Parks and Recreation
- 7 Capital Projects in 2017
- 81 Oversize Load Permits in 2017
- 105 Municipal Consent Permits in 2017
- 34,761 single & multi family households for waste pickup
- 4,412 tonnes of compostable material collected



## 2018 Key Deliverables to Date

- PXO at Christina Street and Cathcart Boulevard
- Boat launch completed
- 1.2 km of sewer separation and road repairs
- 570 LED post top street lights conversion
- Bike lanes on Colborne Road and Cathcart Boulevard
- Repairs to northbound Donohue Bridge on-going
- Contract for Replacement of Telfer Road Bridge
- Speed Bump Pilot Project initiated
- Traffic Calming Policy approved
- Complete Street Guideline approved

## Challenges

- High water levels continue to erode the banks along the lake
- New Minimum Maintenance Standards
- Asset Management Regulations
- Aging infrastructure, roads, bridges
- Expanded utilities in Municipal Roadway

## 2019 Initiatives and Budget Implications

### Carryover

- Waterworks Road Pumping Station and Sewer Main installation
- St. Andrew Gravity Sewer
- Plank Road Pump Station Replacement

### New Projects

- Stormwater Pond Facilities - sediment retention ponds require cleaning and maintenance
- Bedford/Indian Road Pumping Station, Forcemain and Gravity Sewers
- Update Bylaw Respect Streets
- PXO on Wellington Street and Michigan Ave at Howard Watson Nature Trail
- Servicing Study for Industrial Land

## 2019 - What is different that changes the budget significantly?

- Lower revenue in recycling materials
- Waste and Recycling Contracts (July 2019)
- Minimum Maintenance Standards
- Reduced grant opportunities
- Higher fuel costs
- Fading street signs

# Transit

*Mike Berkvens,*  
Director of Engineering



## Core Functions

- Conventional transit is provided along fixed bus routes within the City at regularly scheduled intervals
- Care-A-Van transit service is application-based and provides accessible door-to-door transportation using lift equipped vehicles to those unable to use conventional transit
- Transit Accessibility and Advisory Committee (TAAC)
  - 12 members who provide input on policy, planning, and procedures as they relate to accessibility matters and transit
- Provide safe, reliable and affordable transportation for all residents
- Provide transportation for major emergencies and City events
- Maintain all transit vehicles, stops, and terminals

## Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Transit - Transportation	31	4.25		35.25	30	4.25		34.25
Transit - Vehicle & Equipment Maintenance	8	0.33		8.33	8	0.33		8.33
Transit - General & Administration	7			7	8			8
Care-a-Van - Transportation	7			7	7			7
Care-a-Van - Administration	1			1	1			1
<b>Total:</b>	<b>54</b>	<b>4.58</b>	<b>0</b>	<b>58.58</b>	<b>54</b>	<b>4.58</b>	<b>0</b>	<b>58.58</b>

### Legend

Full Time (FT)  
Part Time (PT)  
Student (STU)

## Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
<b>Revenues</b>							
	-2,733,701	-2,176,859	-2,689,901	-513,042	-2,324,724	-2,764,143	-439,419
<b>Total Revenues</b>	-2,733,701	-2,176,859	-2,689,901	-513,042	-2,324,724	-2,764,143	-439,419
<b>Expenditures</b>							
Staffing	5,186,004	4,815,807	5,193,723	377,916	4,703,674	4,982,750	279,076
Contracted/Purchased Services	17,200	15,456	32,901	17,445	33,505	32,901	-604
Materials/Supplies	10,960	7,713	11,160	3,447	9,526	13,760	4,234
Insurance	265,627	263,796	256,359	-7,437	335,319	338,826	3,507
Utilities	120,666	109,562	105,966	-3,596	99,206	104,866	5,660
Facilities/Grounds/Parks	171,860	93,029	126,455	33,426	104,469	120,200	15,731
Equipment/Vehicles	1,163,662	964,676	1,149,371	184,695	1,109,012	1,276,563	167,551
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	206,947	157,033	203,298	46,265	190,789	211,387	20,598
Contribution to Reserves	291,588	291,588	291,588	0	362,772	402,394	39,622
<b>Total Expenditures</b>	7,434,514	6,718,660	7,370,821	652,161	6,948,272	7,483,647	535,375
<b>Net</b>	4,700,813	4,541,801	4,680,920	139,119	4,623,548	4,719,504	95,956
<b>% Change Vs. Prior Year Budget</b>	.4		(1%)				
Staffing % of Expenditures	70%		70%			67%	
Other % of Expenditures	30%		30%			33%	

**Notes:** Revenue in 2018 increased due to increase in student ridership  
2017 Cost Recovery Ratio 32% (1% decrease from 2016)

## Key Stats

- 1.28 million conventional passengers in 2017 (7% increase from 2016)
- 31,700 Care-A-Van passengers in 2017 (1% decrease from 2016)
- 13 conventional bus routes (Weekdays)
- 22 conventional buses
- 7 care-a-van buses

## Performance Metrics—Source 2017 Municipal Study - BMA

	Sarnia	BMA Average	BMA Median
Conventional - Net Costs Per Capita (Pop. 30,000 - 99,000)	\$60	\$56	\$58
Special Service - Net Costs Per Capita (Pop. 30,000 - 99,000)	\$13	\$9	\$8
Conventional - Revenue as % of Operating Costs	29%	36%	33%
Transit Fares - Cash Fares - Adult	\$3.00	\$2.85	\$3.00
Transit Fares - Monthly Passes - Adult	\$73	\$80	\$77

## Asset Management

- 22 conventional buses
- 7 Care-A-Vans
- Bus Storage facility
- Lease two transfer points
- 52 bus shelters (8 solar)
- 602 bus stops

## 2018 Capital Plan – Key Projects

Description	2018	Status	2019	2020	2021	2022	2023	2024	2025	2026	2027
Bus Stop Accessibility Improvements (AODA)	75,000			200,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000
Care-A-Van Replacement			185,000		115,000						
Transit Maintenance Pit Replacement			290,000								
Transit Plant and Premises Security	75,000										
Terminals				1,000,000							
Bus Replacement				500,000	575,000	615,000	640,000	670,000	700,000	730,000	765,000

## 2018 Key Deliverables to Date

- Implemented reorganization
- Implemented route changes in collaboration with TAAC
- Launched Transit app
- Redesigned route map
- Implemented new Care-A-Van scheduling software
- Completed city-wide bus stop audit and inventory
- Installation of cameras on buses (expected Nov.)

## Challenges

- Continue to manage LTD Employees
- Create Additional Bus Route Efficiencies Without Budgetary Implications
- Manage Overtime Budget

## 2019 Initiatives and Budget Implications

### Carryover:

### New Projects:

- Install Passenger Counter on 13 Additional Buses
- Fill Aging Maintenance Repair Pit and install New Bus Hoist
- Preliminary design for new bus terminal

## 2019 - What is different that changes the budget significantly?

- AODA bus stops increase winter maintenance/snow removal costs
- New software licensing agreements



# Water & Sewer

*Mike Berkvens,*  
Director of Engineering





## Core Functions

### WATER

- Committed to supplying safe consistent drinking water to the consumer by maintaining strict adherence to all applicable legislative and regulatory requirements
- Provide regular maintenance and operation to the water supply system
- Provide emergency repairs to the supply system in a manner to ensure all regulations and are met
- Communicate with Council and Senior Staff the commitment to and endorsement of the Quality Management System described in the Operational Plan

### SEWER

- Adhere to all applicable legislation and regulation required for the treatment and outletting of sanitary wastewater and stormwater
- Maintain the collection system to the municipal sanitary and storm systems
- Maintain the wastewater treatment of sanitary facilities to ensure acceptable levels are achieved to discharge into the environment
- Maintain the stormwater facilities to ensure acceptable levels are achieved to discharge into the environment

## Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Sanitary Sewer Maintenance	8			8	8			8
Pump Station Maintenance	6		0.33	6.33	6		0.33	6.33
Water Pollution Control Centre	11		1.33	12.33	11		1.33	12.33
Bright's Grove Lagoon	1			1	1			1
Bio-Solids	3			3	3			3
Sewer - General Administration	0.5			0.5	0.5			0.5
Storm Sewer Maintenance	5	1	0.67	6.67	5	1	0.67	6.67
Water - Administration	0.5			0.5	0.5			0.5
Water - Distribution	16		0.67	16.67	16	1	2.67	19.67
<b>Total:</b>	<b>51</b>	<b>1</b>	<b>3</b>	<b>55</b>	<b>51</b>	<b>2</b>	<b>5</b>	<b>58</b>

### Legend

- Full Time (FT)*
- Part Time (PT)*
- Student (STU)*

## Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
<b>Revenues</b>							
	-33,861,572	-33,067,779	-32,651,549	416,230	-32,638,075	-31,655,416	982,659
<b>Total Revenues</b>	-33,861,572	-33,067,779	-32,651,549	416,230	-32,638,075	-31,655,416	982,659
<b>Expenditures</b>							
Staffing	9,487,692	9,267,325	9,038,727	-228,598	8,699,910	8,926,649	226,739
Contracted/Purchased Services	2,125,126	2,441,495	2,086,118	-355,377	1,980,746	2,078,668	97,922
Materials/Supplies	1,195,972	1,154,650	1,221,472	66,822	1,239,110	1,100,472	-138,638
Insurance	400,564	389,992	371,413	-18,579	508,118	528,620	20,502
Utilities	1,418,348	1,378,383	1,417,848	39,465	1,445,637	1,022,727	-422,910
Facilities/Grounds/Parks	214,698	165,191	215,798	50,607	294,323	185,798	-108,525
Equipment/Vehicles	1,717,707	1,559,398	1,699,627	140,229	1,871,076	1,687,923	-183,153
Debt - Principal and Interest	1,676,531	3,675,696	3,723,042	47,346	3,721,638	3,723,042	1,404
Other	6,130,111	4,532,589	4,513,606	-18,983	4,393,124	4,443,770	50,646
Contribution to Reserves	9,494,823	8,503,060	8,363,898	-139,162	8,484,393	7,957,747	-526,646
<b>Total Expenditures</b>	33,861,572	33,067,779	32,651,549	-416,230	32,638,075	31,655,416	-982,659
<b>Net</b>	0	0	0	0	0	0	0
<b>% Change Vs. Prior Year Budget</b>							
Staffing % of Expenditures	28%		28%			28%	
Other % of Expenditures	72%		72%			72%	

**Notes:** Staffing and Contracted Services were over budget due to repairs at WPCC ,Bio-Solids and winter maintenance

## Key Stats

- Watermain breaks - 84 per year in 2017
- Service repairs - approx. 130 per year
- Boil water order '0'
- Service locates – 5842 in 2017
- Water On/Off – 353 in 2017
- Approximately 28,000 cubic meters of wastewater treated daily
- 9 Lead Services Replaced on Municipal Portion 2017

## Performance Metrics—Source 2017 Municipal Study - BMA

	Sarnia	BMA Average	BMA Median
Residential Water/WW Fixed Annual Costs (5/8")	\$926	\$449	\$403
Residential Water/WW Fixed Costs as % of Total Annual Costs (5/8")	91%	41%	42%
Water/WW Costs - Residential (200m3) - 5/8"	\$1,023	\$1,028	\$1,006
Water/WW Costs - Commercial (10,000m3) - 2"	\$13,310	\$33,586	\$31,481
Water/WW Costs - Industrial (30,000m3) - 3"	\$30,826	\$97,275	\$90,722
Water/WW Costs - Industrial (100,000m3) - 4"	\$73,900	\$316,934	\$301,230
Water/WW Costs - Industrial (500,000m3) - 6"	\$295,124	\$1,561,831	\$1,493,606

## Asset Management

- 496 km watermains
- 336 km sanitary sewer
- 293 km storm sewer
- 51 km forcemains
- 57 Pumping Stations
- 2 Wastewater facilities
- 8 Stormwater facilities
- 2 Storage Buildings

## 2018 Capital Plan – Key Projects

Description	2018	Status	2019	2020	2021	2022	2023	2024	2025	2026	2027
Sarnia Sewer Upgrade Project	4,500,000	Ongoing	7,500,000	7,000,000							
Stormwater Management Facility Rehabilitation	200,000	Design	200,000	1,000,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Sewer Separation			2,000,000	3,000,000	3,000,000	4,000,000	6,000,000	7,000,000	7,000,000	7,000,000	8,000,000
Talfourd Devine and Side Streets Sewer Separation	2,150,000										
Watermain, San & Storm Sewer Replacement - Various	2,691,201		3,200,000	3,600,000	3,000,000	4,000,000	5,000,000	6,000,000	6,000,000	7,000,000	7,000,000
LaSalle Line & Virgil Avenue Watermain Project				2,000,000							
Water Pollution Control Centre Improvements	300,000		100,000	100,000	100,000	500,000	500,000	500,000	500,000	500,000	500,000
WPCC Upgrades- Bio-Solids Improvements			600,000	1,400,000	1,000,000	1,000,000	500,000				
WPCC Upgrades/UV Changeout	1,000,000	2019 Winter									
Pumping Station Improvements	400,000	Ongoing	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Corrosion Protection Plan	300,000	Developing	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Water Meter Replacement Project						150,000	150,000	150,000	150,000	150,000	150,000
Lakeshore Road Watermain Replacment Project				2,000,000	2,000,000	2,000,000					

## 2018 Key Deliverables to Date

- 100% on MOECC inspection on Water Distribution
- Generator and Electrical upgrades at four Wastewater pump stations
- Supervisory Control and Data Acquisition (SCADA) installed and activated
- Major repairs to 16 Smith-Loveless pump stations
- New roof on salt dome
- Trench shield that limited excavation – small expense, but large saving
- Valve turner unit – key equipment for operator operation and logging data

## Challenges

- Training water licence, wastewater collection and treatment licenses (40hr/yr): time & money
- Managing Information (GPS infrastructure, Sewer/Water History)
- Aging Infrastructure – increased sewer collapse
- BioSolids equipment failures
- Excavated material disposal cost
- Increase emergency repairs/higher demand on staff

## 2019 Initiatives and Budget Implications

### Carryover

- UV Wastewater secondary treatment replacement – existing equipment is old technology and uses approximately 34% of WPCC electricity completion Winter 2019

### New Projects

- BioSolid Improvements
- Scott Road pump station replacement
- Lead Reduction Plan

## 2019 - What is different that changes the budget significantly?

- Lead Reduction Plan and increase staffing and contract services required
- BioSolids Building and Process Equipment requires Replacements – many emergency repairs
- Excavated material disposal
- Sanitary Sewer – known sewer main deficiency backlog

# Office of the Chief Administrative Officer

*Margaret Misek-Evans,*  
Chief Administrative Officer



## Core Functions

- Manage and guide the administrative and statutory functions of the corporation
- Receipt and resolution of citizen complaints to City Council
- Co-ordination of departmental functions
- Policy advice to Council
- Continually review operations for more cost-effective service delivery
- Maintain effective relations at County, Provincial and Federal levels
- Review reports to Council and attend all Council meetings
- Accountable for advancement of Council Goals
- Ensure City's policies are applied consistently
- Exercise general financial control in line with approved budgets; guide budget preparation in conjunction with Director of Finance

## Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Chief Administrative Officer	2			2	2			2
<b>Total:</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

### Legend

Full Time (FT)  
Part Time (PT)  
Student (STU)

## Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
<b>Revenues</b>							
	(200,000)	(265,000)	(465,000)	(200,000)	(1,100,000)	(1,100,000)	0
<b>Total Revenues</b>	(200,000)	(265,000)	(465,000)	(200,000)	(1,100,000)	(1,100,000)	0
<b>Expenditures</b>							
Staffing	595,094	578,228	602,444	24,216	657,748	716,893	59,145
Contracted/Purchased Services	10,000	28,236	10,000	(18,236)	78,817	0	(78,817)
Materials/Supplies							
Insurance	251,267	246,108	232,626	(13,482)	439,618	462,813	23,195
Utilities	43,500	39,401	43,500	4,099	42,143	43,500	1,357
Facilities/Grounds/Parks							
Equipment/Vehicles	1,390	940	1,390	450	1,313	440	(873)
Debt - Principal and Interest							
Other	101,035	87,576	114,710	27,134	76,848	88,660	11,812
Contribution to Reserves	8,563,153	8,772,665	8,187,819	(584,846)	8,219,207	7,616,620	(602,587)
<b>Total Expenditures</b>	<b>9,565,439</b>	<b>9,753,154</b>	<b>9,192,489</b>	<b>(560,665)</b>	<b>9,515,694</b>	<b>8,928,926</b>	<b>(586,768)</b>
<b>Net</b>	<b>9,365,439</b>	<b>9,488,154</b>	<b>8,727,489</b>	<b>(760,665)</b>	<b>8,415,694</b>	<b>7,828,926</b>	<b>(586,768)</b>
<b>% Change Vs. Prior Year Budget</b>	<b>7%</b>		<b>11%</b>				
Staffing % of Expenditures	6%		7%			8%	
Other % of Expenditures	94%		93%			92%	

**Notes:** Revenues were adjusted in 2016/17/18 due to the moratorium and gradual return to fleet replacement

## Key Stats

- Review & approval of 450 Council Agenda Reports and 100 Non-Agenda Reports (2017)
- Approximately 20 Senior Management Team meetings annually
- Received and resolved 295 Citizen inquiries/complaints, 120 of which referred by Members of Council (2017)
- 64 Long Service/Retirement and 3 One Team Awards
- \$20.2M contribution to Reserves from operating budget, with \$8.6M from corporate municipal (2018)
- Total operating year end position within 1% of budget (2017)
- 9,135 Citizens opted into myCNN notifications (YTD 2018)
- 2,045 Community notifications using myCNN by Sarnia Police and City Departments (YTD 2018)



## Performance Metrics—Source 2017 Municipal Study - BMA

	<b>Sarnia</b>	<b>BMA Average</b>	<b>BMA Median</b>
2017 Net Levy Per Capita	\$1,467	\$1,510	\$1,468
2017 Net Levy Per \$100,000 Assessment	\$1,569	\$1,122	\$1,050
General Government Net Costs Per Capita	\$63	\$115	\$92
General Government Net Costs Per \$100,000 Assessment	\$65	\$78	\$57

## 2018 Key Deliverables to Date

- Initiated tracking system and presented the 2017 Report Card, a first year report out of the Corporate Strategic Plan
- Support strategic initiatives of SLEP; board approval of SLEP Strategic Plan in April 2018
- Re-alignment of Economic Development Service into the Community Development Services & Standards Department
- Support for Intelligent Communities Forum, with Sarnia-Lambton achieving Top 21 status
- Renaming of Sarnia Bay Marina to Andrew S. Brandt Marina at Sarnia Bay
- Continue to support efforts to implement an Oversized Load Corridor in Sarnia-Lambton
- Progress on demolition of SGH site
- Anticipated sale of Bayside Mall lands to Seasons Retirement Communities
- Hosted Business After 5 event at the Sarnia Chris Hadfield Airport in August
- Replacement of Emergency Notification System Siren 8 on the Aamjiwnaang First Nation in collaboration with the Aamjiwnaang, St. Clair Township and CAER
- Assisted RAIL celebrate their 5<sup>th</sup> anniversary and VIA Rail's 40<sup>th</sup> anniversary in Centennial Park with the special anniversary train and planting of 7 trees
- Achieved 5 Blooms - Silver rating and a special mention for Veterans Park during the 2018 Communities in Bloom competition
- Completion of Cremated Remains site in the Point Lands in collaboration with citizens and donors
- Information sharing through Ask your City and Candidate Information Sessions
- Refreshed City of Sarnia website (December)
- UNDRIP organized intercultural workshop based on KAIROS blanket exercise, hosted by Aamjiwnaang First Nation (December)
- Sponsorship of the 2018 Chamber of Commerce Outstanding Business Achievement Awards and recipient of the Tech-novation Award for IT
- Teambuilding initiatives

## Challenges

- State of City's infrastructure - continued reliance on 'break and fix'; need for strategies to address backlog
- Limitations on capital work due to lack of senior government funding under the pay-as-you-go model
- Funding the balance of the new Oversized Load Corridor
- Adjusting to new provincial regulations, including new Ontario minimum wage and paid emergency leave requirements, mandatory lead reduction program, new fire regulations, new minimum maintenance standards for sidewalks and snow removal
- Unknown outcome of SPFFA interest arbitration

## 2019 Initiatives and Budget Implications

### Carryover

- Implementation of Corporate Strategic Plan
- Continue with Corporate asset management plan and associated funding model
- Development of Oversized Load Corridor
- Implementation of service reviews and new economic development service model
- Completion of Parks, Recreation & Culture Master Plan
- Completion of Development Charges Background Study & By-law
- Completion of new/updated By-laws including zoning, animal control, building, recreational burning

### New Projects

- 2018 report out on the Corporate Strategic Plan
- New or refreshed Corporate Strategic Plan by the new Council
- Conduct servicing study for industrial lands
- Update community improvement plans and strategies, i.e. economic development, airport
- Improve internal efficiencies in project management
- Create internal concierge service for business development and investment

## 2019 - What is different that changes the budget significantly?

- Increased operating expenses due to new minimum maintenance standards for sidewalks and snow removal
- Increased contract costs for waste management and reduced revenues from recycling
- One-time increase in costs associated with public education to transition to new waste management contracts
- New costs associated with mandatory lead reduction program