

The City of Sarnia

2019 BUDGET DIRECTION

– DIRECTORS PRESENTATIONS

Our Vision:

Sarnia, The Place You Want To Be!

Our Mission:

Strength Through Collaborative Leadership



Community Development Services & Standards

Alan Shaw,

Director of Community Development
Services & Standards



Core Functions by Division

- Assist members of the public wishing to construct or develop lands or construct buildings
- Administration of the City's Official Plan, community improvement plans and Zoning By-laws
- Process a variety of development applications such as OP or zoning amendments, plan of subdivision, site plan control, and minor variance applications
- Management of grant and loan programs
- Support to committees of Council: Sarnia Heritage Committee, Environmental Advisory Committee, Site Plan Review, Committee of Adjustment, Planning Advisory Committee
- Enforce compliance with the Ontario Building Code
- Maintain and enforce City By-laws such as Property Standards By-law, and Parking By-law
- Provide Animal Control services
- Provided Economic Development services for the purpose of retaining and expanding existing businesses; attracting new development, investment and re-investment; and creating new employment opportunities

Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Planning & Development	8	0.5	0.33	8.83	9	0	0.33	9.33
Building Division	5	0.46		5.46	5	0.46	0	5.46
By-Law Enforcement	8	1.04	0.67	9.71	8	1.04	0.67	9.71
Economic Development	2			2	1			1
Total:	23	2	1	26	23	1.5	1	25.5

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
Revenues							
	-2,354,088	-2,798,025	-2,368,273	429,752	-2,486,465	-2,498,163	-11,698
Total Revenues	-2,354,088	-2,798,025	-2,368,273	429,752	-2,486,465	-2,498,163	-11,698
Expenditures							
Staffing	2,726,789	2,544,833	2,610,652	65,819	2,434,678	2,651,289	216,611
Contracted/Purchased Services	29,500	14,046	6,740	-7,306	15,136	18,696	3,560
Materials/Supplies	0	0	0	0	0	1,000	1,000
Insurance	0	0	0	0	0	0	0
Utilities	22,800	20,786	24,200	3,414	27,149	22,200	-4,949
Facilities/Grounds/Parks	0	0	0	0	17,510	13,708	-3,802
Equipment/Vehicles	107,815	109,858	116,225	6,367	123,866	140,225	16,359
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	285,092	282,749	296,827	14,078	261,251	261,305	54
Contribution to Reserves	61,267	556,218	101,138	-455,080	339,459	0	-339,459
Total Expenditures	3,233,263	3,528,490	3,155,782	-372,708	3,219,049	3,108,423	-110,626
Net	879,175	730,465	787,509	57,044	732,584	610,260	-122,324
% Change Vs. Prior Year Budget	12%		29%				
Staffing % of Expenditures	84%		83%			85%	
Other % of Expenditures	16%		17%			15%	

Notes: Included in the historical operating financials is the Economic Development department, which was previously included in the CAO portfolio. The Planning and Development portfolio will be renamed to Community Development Services and Standards, and will include the Economic Development Department, Planning, Building Division, By-Law Administration, Committee of Adjustment, Environmental Advisory and the Heritage Committee

2017 Key Stats

- Review and approved development applications for over \$107M construction value
- Processed 156 Planning Applications
- Conducted 28 Pre-application meetings
- Issued 592 Building permits, including 118 new single family dwellings
- Responded to 6588 By-law complaints resulting in 2117 orders being issued
- Issued 9228 Parking Violations
- Provided 96 Zoning and Compliance Certificates
- Issued 17 Home Occupations Permits
- 85.8% of Divisions cost recovered from user fees

Performance Metrics –Source 2017 Municipal Study - BMA

	Sarnia	BMA Average	BMA Median
Planning - Revenues as % of Gross Expenditures (2016 BMA Study)	89%	43%	30%
Planning - Net Costs Per Capita (2016 BMA Study)	\$1	\$18	\$16
Building - Net Costs Per Capita	\$8	\$21	\$20
Development Charges - Non Residential Commercial per sq. ft.	\$5	\$15	\$11
Development Charges - Non Residential Industrial per sq. ft.	\$5	\$10	\$8
Building Permit Fees - Residential 167m ² property - \$270k value	\$1,628	\$2,248	\$2,174

Asset Management

- Municipal Parking Lots / parking pass dispensers / vehicle charging stations
- Municipally owned Business Parks

Existing and Anticipated Major Development 2019

- Bayside Mall Proposal
- Divine Street School Redevelopment
- St Peter's School Redevelopment
- Sarnia General Hospital Re-Development
- Bright's Grove Sub-division
- Origin Materials Plant— Arlanxeo
- Great Lakes Secondary School Addition
- Lambton College expansion
- Tricar - Front Street 14 storey Apartment

2018 Key Deliverables to Date

- Conducted public open houses
 - Downtown Parking
 - Building By-law (Fall)
 - Zoning By-law (Fall)
 - Animal Control By-law (Fall)
 - Development Charges (Winter)
- OMB Hearing Sifton Michigan & Modeland successfully resolved
- Upgrade of CityView software to allow for on-line services
- Mitton Village Working Group
- Report on Residential Land Inventory (in consultation with SLHBA)
- Dog Census
- Student Housing Information Brochure.
- Sale of land in Sarnia Research and Business Park
- Introduction of Commercial Loading Zone Passes
- Business View Magazine

Challenges

- Technology modernization
- Increase in development applications - workload evaluation
- Staff space allocation
- Restructuring of Department to include Economic Development

2019 Initiatives and Budget Implications

Carryover

- City View - upgrades, (online portal)
- Zoning By-law
- Animal Control By-law
- Building By-law
- Development Charges Study and By-law
- Oversized Load Corridor Project
- Resolution of OMB appeals
 - Kinsmen Centre
 - County Official Plan
 - Berger and Modeland gas station

New Projects

- Repair/Redevelopment of Vendome Parking Lot
- Review of Community Improvement Plans
- Creation, production and distribution of Marketing materials, ads, and web-based content, promoting the community and City assets
- Develop Business strategies for
 - Business Parks,
 - Sarnia Harbor
 - Chris Hadfield Airport

2019 - What is different that changes the budget significantly?

- No major changes or demands are forecasted for the 2019 budget.

Fire

John Kingyens,
Fire Chief





Core Functions

- The Fire Services is committed to keeping our community safe and protected with an all hazards approach to public safety.
- Provide leadership strength through collaborative efforts and communications with other city departments, agencies, groups and community partners.
- Prevent fires and the loss of life through mandated public education to identified risk groups.
- Ensure buildings within municipality are compliant to the Ontario Fire Code through inspections and enforcement.
- Compliant with the provincial legislation and Directives from the Ontario Fire Marshal.

Staff

	2018			2019 Proposed		
	FT	Temp	Total	FT	Temp	Total
Fire	125	1	126	125	2	127
Total:	125	1	126	125	2	127

Legend

Full Time (FT)
Temporary (Temp)

- Includes one full-time and one part-time Fire Administration staff.
- Two (over-compliment) probationary firefighters as needed for legislated leave and long term absences as per November 20, 2017 Council Report.

Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
Revenues							
	(175,347)	(134,835)	(133,880)	955	(130,812)	(129,880)	932
Total Revenues	(175,347)	(134,835)	(133,880)	955	(130,812)	(129,880)	932
Expenditures							
Staffing	18,693,083	18,609,095	18,016,980	(592,115)	17,985,037	17,902,066	(82,971)
Contracted/Purchased Services	459	180	459	279	40	979	939
Materials/Supplies	46,985	37,657	38,485	828	33,117	38,485	5,368
Insurance	0	0	0	0	0	0	0
Utilities	95,360	91,403	95,360	3,957	92,231	93,655	1,424
Facilities/Grounds/Parks	76,500	67,320	71,250	3,930	78,392	73,020	(5,372)
Equipment/Vehicles	324,260	313,432	304,824	(8,608)	331,157	311,323	(19,834)
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	144,122	157,521	152,622	(4,899)	134,975	139,792	4,817
Contribution to Reserves	60,000	52,428	52,428	0	52,428	52,428	0
Total Expenditures	19,440,769	19,329,036	18,732,408	(596,628)	18,707,377	18,611,748	(95,629)
Net	19,265,422	19,194,201	18,598,528	(595,673)	18,576,565	18,481,868	(94,697)
% Change Vs. Prior Year Budget	4%		1%				
Staffing % of Expenditures	96%		96%			96%	
Other % of Expenditures	4%		4%			4%	

Notes:

Key Stats

- Civilian injuries YTD 6 (2017 - 3)
- Firefighter injuries YTD 2 (2017 - 8)
- Fire Deaths YTD—1 (2017 - 0, 2016 - 0)
- Ontario Fire Deaths
- YTD Aug. 17 2018, 66 (2017-82, 2016-103)
- Public Education, direct contacts (2017 – 6,498)
- Fire Prevention Inspections 500, Plans Review 64

Emergency Call Summary	2018 (YTD) Jan.-June 30	2017	2016	2015
Tiered Response	628	1,138	1,223	1,113
Fires (Structural)	32	38	39	33
Fires (Loss Reported)	3,097,002	\$2,747,450	\$1,447,450	\$2,141,985
Total Responses	1,358	2,646	2,727	2,685

Performance Metrics –Source 2017 Municipal Study - BMA

	Sarnia	BMA Average	BMA Median
Net Costs Per Capita (Pop. 30,000 - 99,999)	\$271	\$170	\$170

Asset Management

Buildings

Station 1 (240 East Street) Building Condition Assessment completed

Station 2 (Scott Road) Station refurbishment project completed (2014)

Station 3 (Colborne Road) rebuild planned, location study, design (2019) and build (2020)

Station 4 (Wellington) Building Condition Assessment completed, new roof (2017)

Station 5 (Bright's Grove) Building Condition Assessment completed, new roof (2016)

2018 Capital Plan – Key Projects

Description	2018	Status	2019	2020	2021	2022	2023	2024	2025	2026	2027
Accessibility Addition East Street Fire Station							450,000				
New Colborne Road Fire Hall	250,000	Design		1,900,000							
Pumper -Tanker Truck						750,000					
SCBA					550,000						
Tower #4 (Replacement)			1,900,000								
Marine Vessel Replacement					155,000						

2018 Key Deliverables to Date

- Asset Management Planning (AMP) concepts have been initiated and collaboration with corporate project manager to develop detailed spreadsheets to meet AMP requirements
- Managing assets, completing fire apparatus build of heavy rescue (2018 delivery) and aerial platform fire apparatus (2019 delivery)
- Emergency response apparatus have fixed mobile devices for mapping, location pre-planning information and MTO pre-trip inspection logging
- Completed CADLink project for real-time data exchange with Sarnia Dispatch, auto-populating incident report information
- Completed Crew Resource Management training (workplace culture)
- Continued PTSD Awareness and Training Program (R2MR and Mental Health Prevention Program)

Challenges

- Meeting overtime budget with legislative leave and long term absences (WSIB).
- Revenue recovery by Fire Marque is projected to be half of estimated level.
- Pending **Public Reports Legislation**, fire department response times and travel times.
- Managing legislative leave, long term and WSIB presumptive policy.
- Working through Interest Arbitration (September 14, 2018), arbitrator's report to follow.

2019 Initiatives and Budget Implications

Carryover

- Colborne Road Fire Station (Station 3) building project, location study (travel times), site plan development and RFP for architectural design and project management (\$250,000 -2018).
- Capital projects to meet fire service needs include Bunker Gear Replacement Program (25 sets), fire hose, air monitoring equipment.
- Small vehicles and fire apparatus fleet management plans.
- Working with Corporate IT building connectivity and Police Radio system infrastructure needs.

New Projects

- Replacement of Aerial Platform apparatus (Tower 4 – manufactured in 2000).
- Fire based Risk Assessment to meet new legislated requirements and to inform the delivery of fire protection services.

2019 - What is different that changes the budget significantly?

- The Fire Admin has been “right sizing” budget lines by moving budgeted amounts, plus and minus to ensure when more is needed it comes from internal department sources.
- Legislated leave such as maternity and P.E.L. days are unknown at budget time.
- Opticom maintenance was previously maintained by Engineering has been transferred to Fire Service. The Opticom system controls/changes traffic signals to make intersections safer by stopping vehicle traffic and allowing crosswalks to clear of pedestrians prior to the entry of fire apparatus into the intersection. The Opticom system reduces or maintains travel times that will be included in the new Public Reports for the Ontario Fire Service.

City Solicitor, Realty & Property Services, Insurance & Risk Management

Scott McEachran,
City Solicitor



CITY OF SARNIA—CITY SOLICITOR, REALTY & PROPERTY SERVICES INSURANCE & RISK MANAGEMENT,



Core Functions

- Provides legal advice and assistance to City Council, City departments
- Researches, negotiates and prepares by-laws, policies, contracts, leases, license agreements, deeds and other documents related to real estate purchase/sales
- Represents the City in OMB and other Tribunal hearings, on insurance claims for/against the City, and in Municipal Tax Sales
- Oversees outside legal counsel involved in litigation and bylaw prosecutions
- Proactively manages risk to prevent loss and minimize insurance premiums and claims
- Provides property services for properties such as City Hall, Sarnia Library, Mall Road Library, Lawrence House, Faithorne Library, Lochiel Kiwanis Community Centre, and the Harbour
- Oversees Airport Operation Agreement
- Provides printing services within City Hall

Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Legal/Insurance Services	3.5			3.5	3.5			3.5
Property Maintenance	5		0.33	5.33	5		0.33	5.33
Harbour			0.33	0.33			0.33	0.33
Total:	8.5	0	0.66	9.16	8.5	0	0.66	9.16

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
Revenues							
	(1,246,952)	(1,468,941)	(1,090,668)	378,273	(1,343,226)	(1,048,918)	294,308
Total Revenues	(1,246,952)	(1,468,941)	(1,090,668)	378,273	(1,343,226)	(1,048,918)	294,308
Expenditures							
Staffing	1,013,181	887,361	918,238	30,877	861,470	863,419	1,949
Contracted/Purchased Services	323,185	241,558	400,053	158,495	291,499	440,785	149,286
Materials/Supplies	7,400	8,186	7,303	(883)	6,360	8,303	1,943
Insurance	19,500	19,002	30,000	10,998	19,012	30,000	10,988
Utilities	589,305	683,860	425,805	(258,055)	594,989	344,249	(250,740)
Facilities/Grounds/Parks	183,759	248,222	241,891	(6,331)	221,033	220,761	(272)
Equipment/Vehicles	179,335	140,050	179,575	39,525	151,599	179,575	27,976
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	87,575	72,318	94,035	21,717	60,724	94,035	33,311
Contribution to Reserves	423,000	608,095	408,000	(200,095)	505,724	383,000	(122,724)
Total Expenditures	2,826,240	2,908,652	2,704,900	(203,752)	2,712,410	2,564,127	(148,283)
Net	1,579,288	1,439,711	1,614,232	174,521	1,369,184	1,515,209	146,025
% Change Vs. Prior Year Budget	(2%)		7%				
Staffing % of Expenditures	36%		34%			34%	
Other % of Expenditures	64%		66%			66%	

Notes: Increase in volume of ships results in increased revenues and utility costs. Staffing increase since 2017 due to transfer of 0.5 FTE from clerks, 2017 included an increase in Risk Manager/Assistant Solicitor.

Key Stats

- 1.1M copies made each year in the printing department
- 200 notaries performed annually
- 80 insurance claims received in 2017
- 23 tax sales started and 5 tax sales completed
- 100 documents registered
- 80 property searches

Performance Metrics

Will be monitoring over the next 3-5 years

- Number of insurance claims received
- Percentage of insurance claims handled in-house
- Cost of external legal counsel

Asset Management

Assets - City Hall, Sarnia Library, Faithorne Library, Lawrence House, Lochiel Kiwanis Community Centre, Harbour, Airport

2018 Capital Plan – Key Projects

Description	2018	Status	2019	2020	2021	2022	2023	2024	2025	2026	2027
Sarnia Library Reno & Accessibility Upgrades	340,000	See next page	390,000	1,060,000	370,000	260,000	120,000	600,000	180,000		
City Hall Roof			200,000								
Council Chambers/1st Floor Renos - AODA			100,000								
Lochiel Kiwanis Centre Improvements			120,000	120,000							

2018 Key Deliverables to Date

- Library – 6 new HVAC units September
- Lochiel Kiwanis Community Centre – parapet work, new roof, 3 new roof top A/C units installed, cornice work to start September
- Lawrence House – exterior painting
- City Hall - LED lighting retrofit
- City Hall – 2nd & 3rd floor replacement of lobby flooring to start September
- Airport consultation underway

Challenges

Sarnia Library Renovations – 2nd floor washroom; new accessible entrance

No bids were received for the 2018 library renovations. We'll go out for re-bidding in the fall and hopefully begin shortly thereafter – project will likely spill over into 2019.

2019 Initiatives and Budget Implications

Carryover

Airport Consultation & strategic plan

New Projects

- Sarnia Library - LED lighting retrofit
- Sarnia Library - air handler & cooling tower and related plumbing
- City Hall – new roof
- Lawrence House – wheelchair ramp
- Airport runway & apron paving design (ACAP funding to be applied for)

2019 - What is different that changes the budget significantly?

- WalterFedy inspections have highlighted the need for 10 year capital plans. Additional facilities will need to be addressed through the Asset Management Plan.

Clerks

Dianne Gould Brown,
City Clerk



Core Functions

- Statutory duties as outlined in the Ontario Municipal Act
- Prepares Council agendas and minutes
- Administers and maintains by-laws and agreements
- Provides strategic oversight for corporate communications, including social media and Council web streaming
- Administers the appointment process and provides support for boards and committees
- Prepares for and conducts municipal elections
- Processes Municipal Freedom of Information and Protection of Privacy Act requests
- Updates and administers the Records Retention By-Law
- Provides administrative support for Council
- Issues marriage licenses and provides civil ceremony services
- Performs duties of Commissioner of Oaths
- Performs duties of a division registrar under the Vital Statistics Act

Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
City Clerk	5.5		0.33	5.83	5.5		0.33	5.83
Elections		0.18		0.18		0.18		0.18
Total:	5.5	0.18	0.33	6.01	5.5	0.18	0.33	6.01

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
Revenues							
	(565,045)	(363,928)	(289,046)	74,882	(301,222)	(208,846)	92,376
Total Revenues	(565,045)	(363,928)	(289,046)	74,882	(301,222)	(208,846)	92,376
Expenditures							
Staffing	643,168	689,505	727,944	38,439	500,642	643,340	142,698
Contracted/Purchased Services	184,124	4,833	3,107	(1,726)	2,798	3,107	309
Materials/Supplies	31,500	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Utilities	3,000	998	2,000	1,002	283	1,000	717
Facilities/Grounds/Parks	0	0	0	0	0	0	0
Equipment/Vehicles	5,000	4,594	7,000	2,406	4,549	7,000	2,451
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	59,250	56,828	46,650	(10,178)	16,540	26,650	10,110
Contribution to Reserves	0	100,000	100,000	0	100,000	100,000	0
Total Expenditures	926,042	856,758	886,701	29,943	624,812	781,097	156,285
Net	360,997	492,830	597,655	104,825	323,590	572,251	248,661
% Change Vs. Prior Year Budget	(40%)		4%				
Staffing % of Expenditures	69%		82%			82%	
Other % of Expenditures	31%		18%			18%	

Notes:

Key Stats - 2017

- 340 business licenses; 449 marriage licenses; 153 lottery licenses; 1,182 burial permits; 50 marriage ceremonies
- 17 MFIPPA requests received
- 25 Council meetings supported
- 71 media releases
- 17 meeting live web streamed
- 17 Council meeting highlights shared with Council, staff and media

Performance Metrics - 2017

- 3,695 Facebook followers
- 2,788,506 Facebook impressions
- 3,722 Twitter followers
- 567,700 Twitter impressions
- 846 Instagram Followers
- 2 New Committee Terms of Reference drafted
- 87% Freedom of Information requests completed in less than 30 days
- 100% Freedom of Information requests completed in less than 60 days

Asset Management

Not applicable

2018 Capital Plan – Key Projects

Not applicable

2018 Key Deliverables to Date

- Completed Western University research partnership with Professor Spicer's MPA course
- Third-party online engagement platform pilot implemented
- Provided inter-departmental social media training
- Developed a media relations tip sheet
- Facilitated a Strategic Planning session for the UNDRIP Working Group
- UNDRIP Working Group TOR approved by Council
- Developed a draft Communities in Bloom TOR and facilitated recognition as a Council committee
- Compiled corporate and Council policies into a tracking spreadsheet with customizable alerts
- Developed and implemented an internet/telephone voting presentation and various other methods of public outreach
- Implemented 'Ask Your City' initiative
- Developed a Corporate Video Camera Policy
- Provided support to Council during Procedure By-Law Review process
- Supported CAO's Office with reporting of Strategic Plan accomplishments
- Provided social media training to 33 staff members

Challenges

- Insufficient environmentally controlled space for inactive records
- Records and process management is currently a combination of electronic and paper
- Increasing public demand for up-to-date online communications
- Provincial plan for implementation of cannabis legalization is uncertain
- Integrity Commissioner duties have expanded under the Municipal Act

2019 Initiatives and Budget Implications

Carryover

- Communications and Engagement Strategy (Online Engagement Platform, support staff-led public meetings)
- Preparation for digital records management
- UNDRIP Committee support
- Improve preservation practices of records housed at Public Works

New Projects

- Electronic Council meeting functionality (request to speak, voting, etc.)
- UNDRIP Committee work plan (organizational training, accountability agreements with First Nations)
- Third-party records management review

2019 - What is different that changes the budget significantly?

- Council endorsement of UNDRIP Committee, work plan
- Professional analysis of records management practices
- Bang the Table online engagement software to be used across departments, subject to outcome of pilot
- Council direction to include electronic functionality into Council meetings, subject to budget approval
- Recommendation to lease climate-controlled storage for records currently housed at Public Works

Human Resources

*Jim Crawford,
Corporate Manager, Human Resources*



Core Functions

Promote a Healthy and Safe Environment

- H&S reporting, programming and services, EAP, Disability and Attendance Support Management, WSIB and Disability Claims Management, Mental Health programming

Recruitment and Resourcing

- Employer of Choice, Workforce Planning and recruitment, selection, on and off boarding

Community

- Age Friendly Plan, Accessibility Coordination

Positive Employee Relations

- Labour Management, collective agreement and bargaining, HR policy and procedure development, job evaluation, complaint investigation (Human Rights, Harassment, Code of Conduct)

Talent Management and Engage Employees

- Train staff, leadership development, performance management, compensation, benefit and pension administration, One Team cultural change, employee recognition, organizational development and design.

Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Human Resources	6		0.75	6.75	6		0.75	6.75
Total:	6	0	0.75	6.75	6	0	0.75	6.75

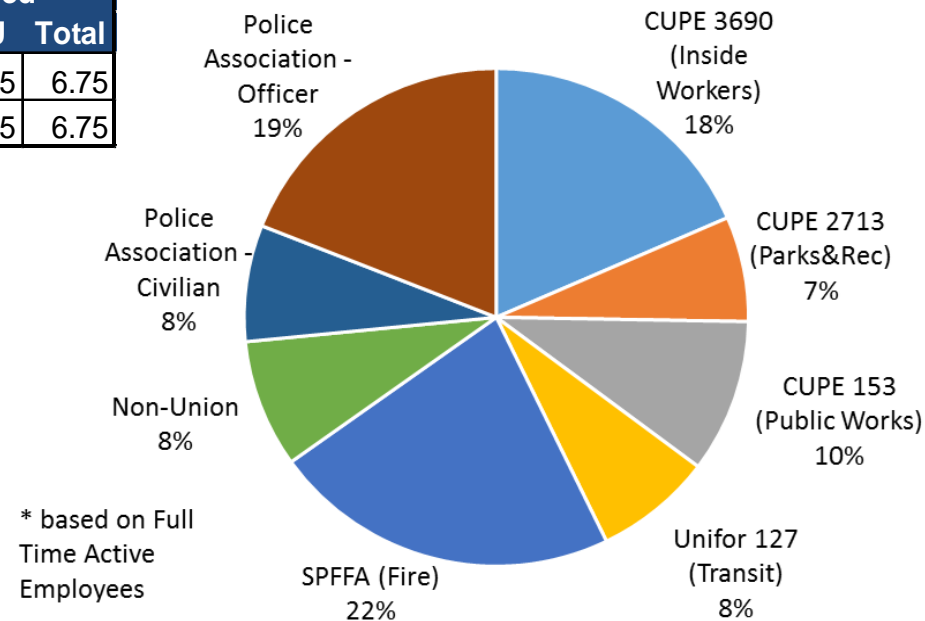
Legend

Full Time (FT)

Part Time, Casual, Temporary, Seasonal (PT)

Student (STU)

Staff Representation



Historical Operating Financials

	2018 Budget	2017 Actual	2017 Budget	2017 Variance	2016 Actual	2016 Budget	2016 Variance
Revenues							
	(158,470)	(195,660)	(141,344)	54,316	(133,077)	(149,374)	(16,297)
Total Revenues	(158,470)	(195,660)	(141,344)	54,316	(133,077)	(149,374)	(16,297)
Expenditures							
Staffing	825,025	708,758	791,501	82,743	729,010	766,032	37,022
Contracted/Purchased Services	137,100	188,409	138,600	(49,809)	470,078	105,000	(365,078)
Materials/Supplies			-		-	-	-
Insurance			-		-	-	-
Utilities	950	1,325	950	(375)	584	950	366
Facilities/Grounds/Parks			-		-	-	-
Equipment/Vehicles	1,000	259	1,000	741	293	1,000	707
Debt - Principal and Interest			-		-	-	-
Other	35,900	21,880	26,000	4,120	27,613	29,770	2,157
Contribution to Reserves			-		-	-	-
Total Expenditures	999,975	920,631	958,051	37,420	1,227,578	902,752	(324,826)
Net	841,505	724,971	816,707	91,736	1,094,501	753,378	(341,123)
% Change vs. Prior Year Budget	3%		8%				
Staffing % of Expenditures	83%		83%			85%	
Other % of Expenditures	17%		17%			15%	

Key Stats

Recent Training Offerings:

- Respectful Workplace (95 staff)
- New Employee Orientation (6 sessions; 122 staff including student, seasonal and regular employees)
- Supervisory and Leadership Development (3 staff completed a pilot 4 module program)
- As of end of 2nd quarter staff plan was at 96% of regular and part time complement.

Performance Metrics

Developing process to compile the following measures:

- Average short term sick days per employee
- Average length of absence in disability mgt program
- Grievance rate; # of HR & Harassment complaints
- Accident/incident rates (all injury; accident severity)
- Completion of age friendly reviews and assessments
- Training Plan Compliance
- Vacancy rate (budget vs actual); length of time from post position to start date

Asset Management

Not applicable

2018 Capital Plan - Key Projects

Not applicable

2018 Key Deliverables to Date

- Revamped Firefighter recruitment process to streamline hiring
- Management of CoS Absence Report Line and Attendance Support and Disability Management programs
- Reviewed and revised WSIB Claims Management process
- Implemented age friendly strategic plan
- Streamlined student hiring process
- Improved HR info systems and processes to improve efficiencies including Employee Self Serve, intranet, one point of data entry/retrieval etc.
- Implemented Employer of Choice recruitment process using social media, on-line applications and on-boarding programming
- Ratified agreements with UNIFOR Local 127 within Council mandate and implemented Labour Management Committees amongst bargaining units
- Implemented pilot Supervisory and Leadership Development program

Most deliverables are tied to the “Responsible Financial Management” and “Corporate Excellence & Leadership” aspects of the Corporate Strategic Plan

Challenges

- Managing SPFFA Interest Arbitration
- Implementation of Substance Use policy

2019 Initiatives and Budget Implications

Carryover

- Continue to monitor and improve reporting and measuring process and management systems to managing sick leave use
- Reinforce mission, values and behaviours including tools to assist in managing throughout organization
- Coordinate Leadership training program and support tools (performance review, coaching/mentoring etc) to achieve success
- Coordination of Talent Management process to include staffing and demographic analysis, succession planning and training management system (position profiles, course inventory, information system, training plans etc)
- Continue with implementation of a health and safety management system to provide consistent managed approach to measuring, monitoring (incident reporting) and delivering H&S programs that address significant risks across Corporation.
- Implementation of Integrated Mental Health Strategy

New Projects

- Implement LR strategy to continuously improve relations with bargaining reps while ensuring efficient operations.
- Review organization and implement recommendations regarding the Management structure including job descriptions, compensation and benefits model and performance evaluation

2019 - What is different that changes the budget significantly?

- No significant changes but realigning resources to create E-Learning opportunities to deliver training more cost effectively and efficiently (i.e. AODA, WHMIS/GHS, New Employee Orientation etc)

Finance

Lisa Armstrong,
Director of Finance





Core Functions by Division

Accounting & Budgeting - Administration of financial activities in accordance with legislation/regulation. Responsible for general ledger, accounts payable, accounts receivable, payroll, cash management, capital recording/reporting, budgeting and financial reporting, investments, and reserve management

Purchasing - Responsible for procurement of goods and services for the municipality

Customer Service - Management of Customer Service Centre on 1st Floor of City Hall, assisting citizens with a range of municipal services including

payments (tax, dog tag, bus pass, blue box etc), business/marriage/lottery licenses, and operation of City's phone system

Property Tax - Issue tax billings, collect and allocate funds for the County of Lambton and school boards

Information Technology - Acts as a communication conduit for business projects; Selects, leads and defines the core technical infrastructure while providing day-to-day operational support for City staff, software and architecture

Staff

	2018				2019 Proposed			
	FT	PT	STU	Total	FT	PT	STU	Total
Accounting and Budgeting	17		0.67	17.67	11		0.34	11.34
Customer Service					6		0.33	6.33
Property Taxation	3			3	3			3
Information Technology	9	1.66	0.67	11.33	9		1.33	10.33
Purchasing	2			2	2			2
Total:	31	1.66	1.34	34	31	0	2	33

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
Revenues							
	-1,279,052	-766,531	-737,303	29,228	-539,535	-516,245	23,290
Total Revenues	-1,279,052	-766,531	-737,303	29,228	-539,535	-516,245	23,290
Expenditures							
Staffing	3,262,421	2,689,270	3,003,751	314,481	2,129,659	2,635,024	505,365
Contracted/Purchased Services	642,000	80,035	130,500	50,465	97,573	137,480	39,907
Materials/Supplies	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Utilities	8,980	5,597	7,860	2,263	4,933	5,300	367
Facilities/Grounds/Parks	0	0	0	0	0	0	0
Equipment/Vehicles	21,769	6,599	5,380	-1,219	3,478	5,380	1,902
Debt - Principal and Interest	0	0	0	0	0	0	0
Other	283,660	412,612	628,184	215,572	540,239	607,094	66,855
Contribution to Reserves	150,000	147,308	147,308	0	97,308	97,308	0
Total Expenditures	4,368,830	3,341,421	3,922,983	581,562	2,873,190	3,487,586	614,396
Net	3,089,778	2,574,890	3,185,680	610,790	2,333,655	2,971,341	637,686
% Change Vs. Prior Year Budget	(3%)		7%				
Staffing % of Expenditures	75%		77%			76%	
Other % of Expenditures	25%		23%			24%	

Notes: 2018 Revenue is higher due to cost recovery from Bell for Fibre to home, contribution from reserves and costs allocated to the water/sewer budget. 2018 staffing costs increased with additional IT staff (including Bell funded staff). Purchased services increased in 2018 due to consolidation of all software costs for the city here.

Key Stats

- Accounts Payable Invoices processed per week = 412
- # Payments per year: EFT = 17,368, Cheque = 1,976 (EFT increasing, cheques decreasing)
- Tax Bills issued per year = 40,300
- # Bid Documents prepared;
31 Tenders, 21 Quotations, 24 Proposals
- Procurement Awarded Values;
Construction \$11 million, Services \$3.8 million, and Goods \$700,000
- IT Systems Uptime 99.98%
- Help Desk Support Calls average 300/month, with average of 6 hours to first response and 9 days to resolution

Performance Metrics –Source 2017 Municipal Study - BMA

	Sarnia	BMA Average	BMA Median
Financial Position Per Capita (2016)	\$376	\$454	\$597
Tax Stabilization Reserves as % of Taxation (2016)	32%	71%	64%
Tax Reserves Per Capita	\$322	\$685	\$584
Total Debt Outstanding Per Capita (2016)	\$230	\$769	\$577
Taxes Receivable as % of Total Tax Levied (2016)	1.5%	5.9%	5.4%

Asset Management

- Assets - IT Hardware (Servers, Network Appliances, End-User Devices etc.)
- Software systems and Information/Data also requires management plans
- Asset Management - Supporting team with financial data
- Working toward Financial Strategies/Scenarios to start to address infrastructure Backlog/Deficit

2018 Capital Plan – Key Projects

Description	2018	Status	2019	2020	2021	2022	2023	2024	2025	2026	2027
Energy Efficiency	300,000	Projects progressing as planned, costs lower than expected have allowed additional projects added to scope									

2018 Key Deliverables to Date

- Municipal Grant Policy update approved
- Reserve & Reserve Fund Policy approved
- HST – change to reporting method, review of prior years with significant refund
- Transit Area - updated area using GIS mapping
- Tax Pre-Authorized Payments – increased use and moving toward paperless recordkeeping
- Procurement Bid evaluation handbook
- Standardized RFX Award Reports to Council
- Asset Management Progress Update to Council – direction regarding modeling scenarios received
- Lottery Licence Eligibility Review on-going
- Payment fraud avoidance measures
- Expansion of On-line Payments
- Efficient phone call flow, updated call tree
- Move from leasing to purchase of computers
- Secure Audio Records for Closed Meetings
- Build of fibre-ring in partnership with BRN
- Framework for connectivity innovation pilot (first install planned for September)
- Information Technology Review Update Videos (42 of 55 recommendations completed)
- New Sarnia.ca on target for go-live in 2018

Challenges

- Technology modernization
- Proactively managing/measuring/reporting
- Financing in face of infrastructure condition and cost of backlog versus affordability for citizens
- Continue transition to longer-term planning focus for infrastructure management
- Movement toward all processes being consistent, predictable and efficient

2019 Initiatives and Budget Implications

Carryover

- Procure to Pay (P2P) process review
- Continue to introduce methods to enhance customer service through on-line information and processing
- Financial Policy Statement update (current Policy approved in 2005)
- Tangible Capital Asset system update to assist in Asset Management Planning Process

New Projects

- Approval from Council for the financial approach to reduce the Infrastructure Backlog
- Water & Wastewater LT Financial Plan – due in early 2019
- Information Technology – Asset Management Maintenance and work order tracking system and process
- Major upgrade to IT security assets (firewall, logging and other appliances) as part of project moving from lit fibre services to dark fibre services
- Council meeting vote recording with improvement to online streaming

2019 - What is different that changes the budget significantly?

- No significant changes
- Staffing remains constant with expectation in future for additional IT staffing (to align with Prior & Prior long-term recommendation), and additional support for on-going Asset Management and Grant reporting