

2021 Approved Budget Highlights



Sarnia: The Place You Want to be!

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2021 BUDGET OVERVIEW

Council approved the 2021 Draft Budget on December 1, 2020. The approved budget results in an increase of 2.00% in the general levy and 2.45% to the Transit area levy for a combined increase of 2.03%. A 1% change in the general levy is approximately \$760,000. The combined increase in Water and Sewer rates is 3.57%.

The 2021 Approved Budget includes \$1,129,742 of transfers from reserves to assist in mitigating general levy rate increases. The City will receive \$3,137,377 in covid-related Safe Restart funding from the Federal and Ontario governments in 2020. Of this amount, \$2,033,600 is related to general City covid pressures and expenses and \$1,103,777 is for Transit covid pressures and expenses. With the mitigation efforts implemented by Council and Staff, the City is expecting that most of these funds will be placed in reserves at the end of 2020 to address future challenges. The Transit Safe Restart funding is expected to be utilized in 2021 to mitigate any ongoing pressures.

The City is undertaking an aggressive and expansive capital program with \$61,759,805 of capital projects being approved. Capital projects span all City departments and include the replacement of Fire Station 3 on Colborne Road and a combination of projects that will result in the largest amount of road resurfacing in the City's history.

The City is continuing with its Asset Management funding initiatives with a further 2%, or \$1,485,752, being allocated to the capital reserve on top of the 2% that was embedded in the 2020 budget. This results in a total of \$2,971,504 being transferred to the Capital Infrastructure reserve.

BUDGET

The budget is our plan to manage your money and other funding we receive to deliver the services important to you, your family and our community.

5 FISCAL FITNESS PILLARS



Reduce Debt



Increase
Reserves and
Reserve Funds



Maintain
Affordable
Service Levels



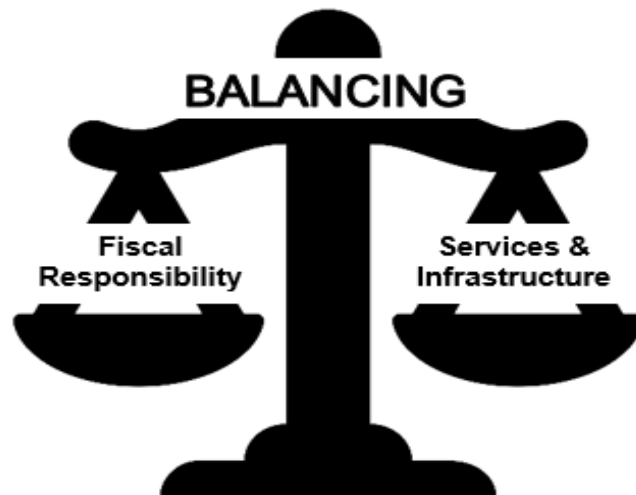
Infrastructure
Renewal



Maintain
Reasonable Tax
Rates

RESPONSIBLE FINANCIAL MANAGEMENT

Align City services and capital investment with citizen expectations and ability to pay.



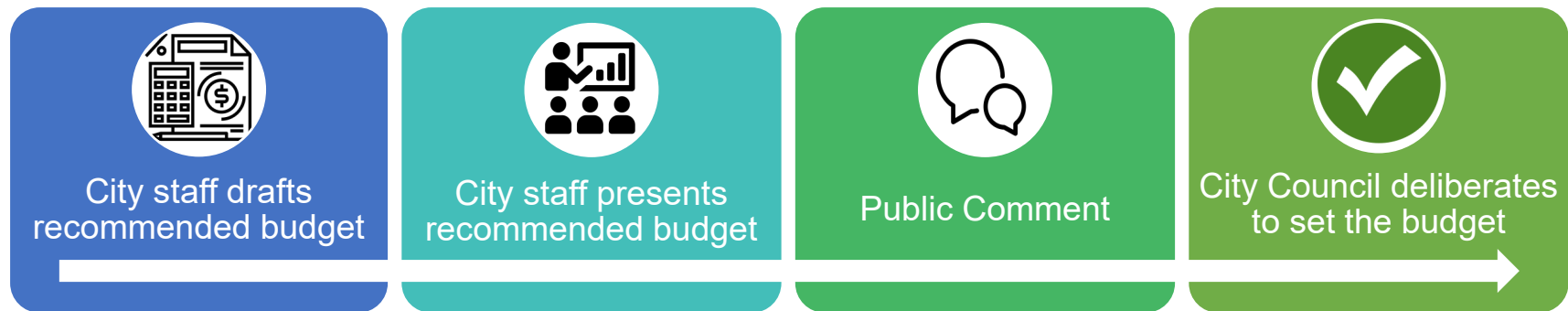
BUDGET PROCESS

Sarnia's budget is first proposed by City staff to deliver the services and programs that our community values.

Once a recommended budget has been set by City staff, it is made public and presented to Council. Council and the community then have time to review and comment.

To help guide Council regarding the budget, City Council held a Public Input and Grants Session via Zoom on Monday, November 23, 2020. Any citizen, group, or organization who wished to make a presentation on the 2021 Budget was requested to notify the City Clerk's office in advance of the meeting.

On December 1, 2020, Council considered all aspects of the budget and aimed to approve a budget that took into account the City's *5 Fiscal Fitness Pillars*.



Email Questions or Comments to
budget@sarnia.ca



1.72M Passengers
56 Bus Shelters (14 Solar)
493 Bus Stops
22 Conventional Buses
17 Conventional Routes
1.48M Conventional Revenue Kms
26,721 Care-A-Van Passenger Trips
7 Care-A-Vans
6,911 Transit App Downloads
33K Transit App Users



500 km of Watermains
351 km of Sanitary Sewer
321 km of Storm Sewer
51 km of Force mains
123 Watermain Breaks
75 Service Repairs
6,000 Service Locates
609 Water On/Off
56 Pumping Stations



7,729 likes
5,027,620 impressions
3,265,400 post reach

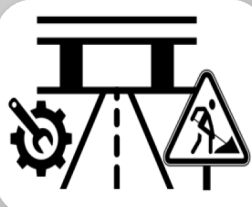


4,952 followers
551,900 impressions

88 Documents Registered
88 Property Searches
113 Notaries



5 Fire Stations
3,209 Responses
9 Haz-Mat Responses
30 Marine Responses (15 Training)
1,419 Tiered Response
543 Fire Prevention Inspections
242 Motor Vehicle Collisions
12,500 Public Education Interactions



2 Public Works Centres
2 Wastewater Treatment Facilities
441 km of Roads
31 Bridges
92 Traffic Lights
7,792 Street Lights

35,096 Single & Multi-Family Households for Waste Pickup
1,372 Tonnes of Compostable Material Collected

SARNIA

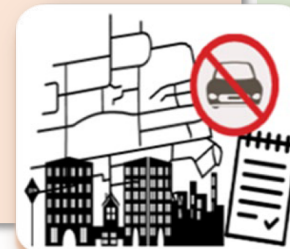
THINGS WE DO

live work play

40,040 Tax Bills Issued
1,727 Tax Certificates
38 Tenders
29 Proposals
41 Quotations



\$110M+ Development Applications Reviewed & Approved
140 Zoning & Compliance Certificates
24 Home Occupations Permits
130 Planning Applications
61 Pre-Application Meetings
587 Building Permits
5,693 By-Law Complaints
8,202 Parking Violations



32,114 Phone Calls Ext 3131
392 Business Licenses
131 Lottery Licenses
434 Marriage Licenses
78 Marriage Ceremonies
1,258 Burial Permits
77 Media Releases
23 MFIPPA Requests
20 Council Meetings
27 Live Web Streamed Council Meetings
18 Council Meeting Highlights
Municipal Elections
Corporate Records Management



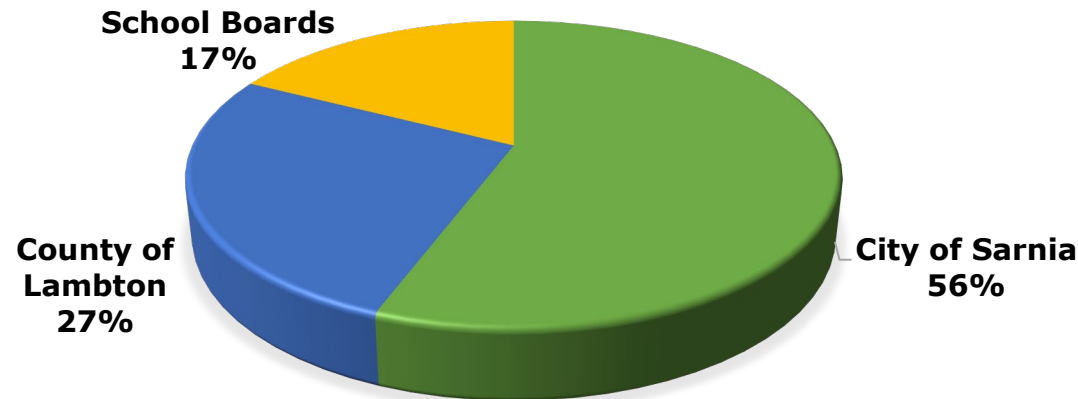
2,906 Transferred to Court
30,136 Police Incidents
8,721 R.I.D.E Vehicle Checks
83 Impaired Driving Charges
1,579 Motor Vehicle Accidents
2,331 Provincial Offences
1,433 MFIPPA Requests
4,117 Criminal Background Checks
12,829 Officer Reports



12 Community Events - Hosted
75+ Community Events - Assisted
50 km of Trails and Pathways
1,200 acres of Parkland/Trails Maintained
200+ Recreational Programs
4 Community Centres
1 Pool, 1 Splash Pad
900+ Swim Lesson Participants
15,000+ Open Swim Users
17 Tennis Courts, 7 Locations
6 Pickleball Courts, 1 Location
3 Arenas, 5 Ice Surfaces
16 Ball Diamonds
32 Soccer Fields
2 Football/Rugby Fields
30 Shelters/Gazebos
2 Greenhouses
90,000 Municipal Trees
800 Trees Planted
33,000 sq. m of Gardens

PROPERTY TAXATION – WHERE DOES IT GO?

The City of Sarnia is part of a two-tier municipality, where our residents receive one tax bill to cover the total cost of services provided by the City, County and School Boards. The County of Lambton is the “upper tier” and the City of Sarnia is the “lower tier”. Here is how your tax bill is split:



SUMMARY OF PUBLIC SERVICES AND WHO PROVIDES THEM...

Parks & Trails, Arenas & Sports Fields
 Recreation Centres, Programs & Events
 Solid Waste Collection, Recycling & Compost
 Maintaining Local Roads/Bridges
 Building Permitting, Land Use Planning
 Fire & Rescue Services
 Police & Emergency Management Services
 Public Transit
 Tax Collection
 Business & Marriage Licencing
 Water Distribution & Wastewater Elimination
 Stormwater Management & Drainage

City of Sarnia

Emergency Medical Services
 Housing Services
 Public Health
 Social & Family Services
 Maintaining County Roads/Bridges
 Long Term Care
 Child Care & Children Services
 Provincial Offences Administration
 Libraries, Museums & Cultural Services
 Septic & Plumbing Permits
 Solid Waste Management
 Economic Development & Tourism through SLEP/Tourism Sarnia Lambton

County of Lambton

Elementary Education
 Secondary Education

School Boards

HOW IS THE CITY'S BUDGET STRUCTURED?

There are various components of the budget that Council reviews and approves.

1. **OPERATING BUDGET:** Includes all of the day-to-day activities of the City needed to provide services.

The operating budget is broken down into five main categories:

- a. General Levy - Includes all City department budgets except Conventional Transit, Water and Sewer.
- b. Police Budget - Included in the General Levy, but follows a different approval process regulated by the Police Services Act. The Police Services Board reviews and approves the detailed budget; City Council does not have the authority to approve/disapprove specific estimates. City Council establishes the overall budget allocated to Police Services.
- c. Transit Levy - The Conventional bus system has a separate budget. Only property owners within 450m of the transit routes pay these costs.
- d. Water Rates - Costs associated with providing municipal water services, including the Lambton Area Water Supply System, are separated to determine how to set water rates. These are broken into a monthly fee based on water meter size and a variable fee based on the water used.
- e. Sewer Rates - Costs associated with providing municipal storm and sanitary sewer services are separated to determine how to set the sewer percentage added to water bills.

2. **CAPITAL BUDGET:** A 10-year Capital Plan has been developed and includes costs for new assets, major rehabilitation, or replacement of the City's infrastructure, such as road and underground service rehabilitation, storm/sanitary sewer separation, building upgrades, parks facilities, shoreline protection, vehicle replacements, etc.

3. **RESERVES BUDGET:** Reserves frame the financial foundation for long-term financial planning, so there is money to replace infrastructure now, and in the future. Reserves assist in minimizing tax fluctuations by smoothing demand over a longer period of time. The Reserves Budget includes expected inflows from various sources and outflows for spending from reserves.

4. **FEES FOR SERVICES:** Includes the fees to be paid by only those that use a service. Some examples are marriage or business licenses, bus fares, water meter removal, notary services, fire inspections, special event bookings, sports fields rentals, ice rentals, parking, site plan agreements, building permits, dog licenses, garbage tags, marriage ceremonies, and recreation program fees.

APPROVED 2021 BUDGETS – EXPENDITURES

First, we will look at the City's total expenditures; this is everything the City spends money on. Expenditures are higher than what is collected through property taxes. Other projected revenues, such as investment income and dividends, grant funding and water and sewer charges, make up the difference to determine what is required in property tax to create a balanced budget.



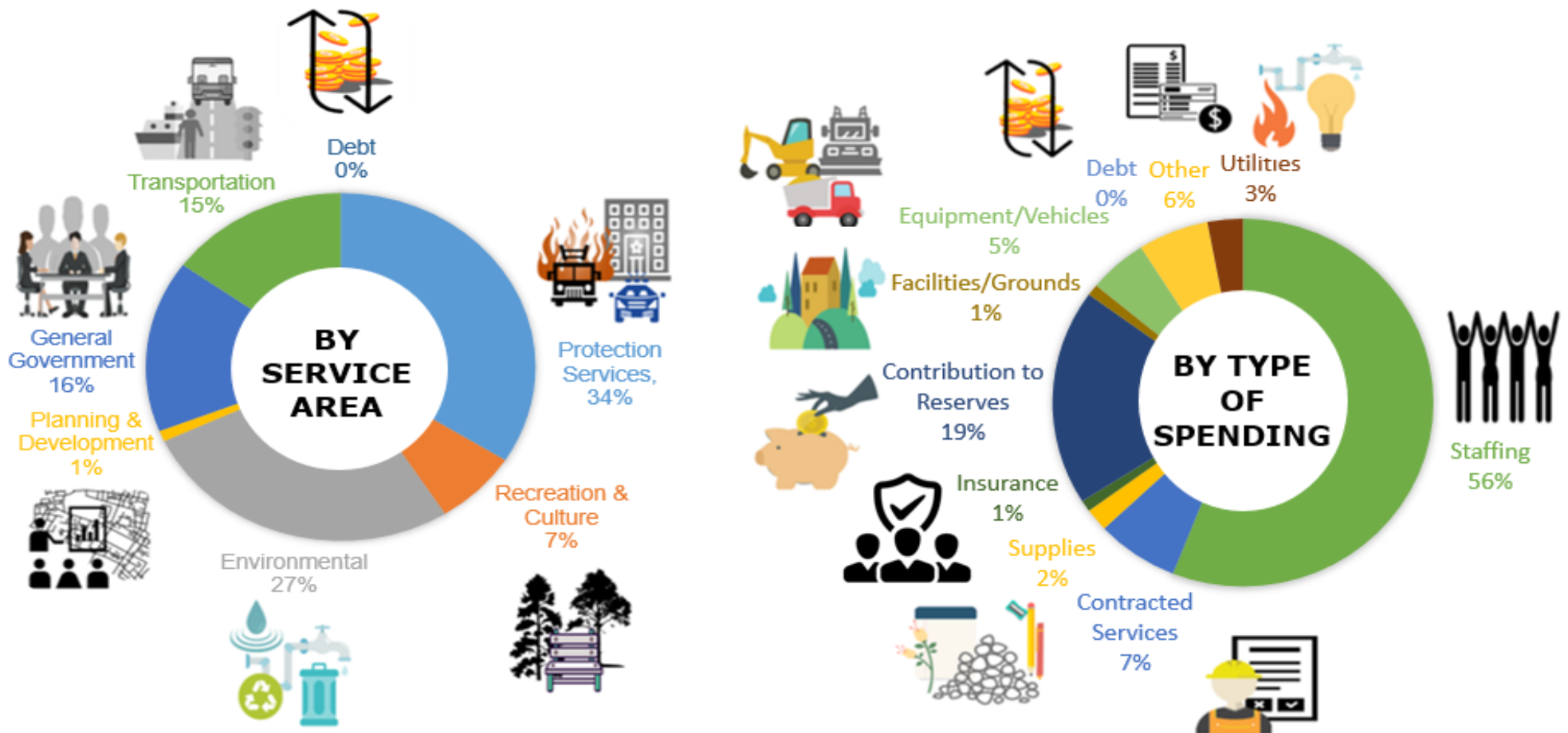
Budget Expenditures	2020 Approved Expenditures	2021 Approved Expenditures	Change \$	% Change
General Operating	83,363,068	82,517,093	-845,975	-1.01%
Police Services	27,632,806	28,619,572	986,766	3.57%
Subtotal	110,995,874	111,136,665	140,791	0.13%
Transit Area	6,886,157	7,004,943	118,786	1.72%
Water	17,486,526	17,927,366	440,840	2.52%
Sewer	19,174,454	19,690,125	515,671	2.69%
Total Expenditures	154,543,011	155,759,099	1,216,088	0.79%

To provide some guidance on how the change in projected expenditures links to the change in the general levy, the table below shows the expenditures less projected other revenues for the general operating budget to show the property taxes required to make up the difference and create a balanced budget.

Combined General & Police	2020 Approved	2021 Approved	Change \$	% Change
Total General Expenditures	110,995,874	111,136,665	140,791	0.13%
Total Non-Taxation Revenue	34,565,496	33,176,659	-1,387,837	-4.02%
Property Tax Required	76,431,378	77,960,006	1,528,628	2.00%

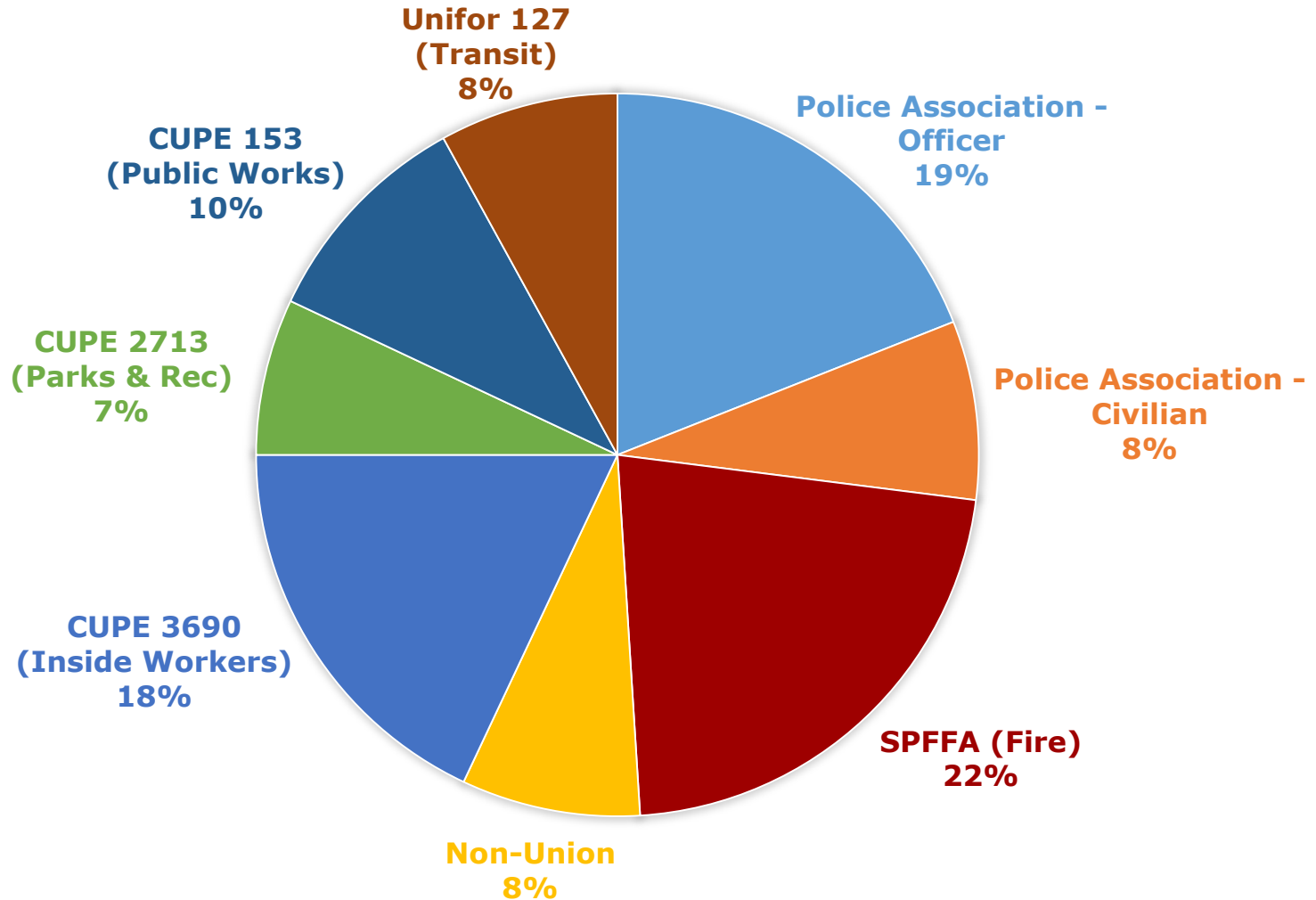
2021 APPROVED EXPENDITURES

Let's break the City's expenditure dollars out two different ways to help explain how this money is spent.



2021 APPROVED STAFF SUMMARY

A large part of how the City provides services and manages its assets is through the people who work here. Staff costs include wages and benefits. City staff are represented by the following unions and associations: CUPE 3690, CUPE 2713, CUPE 153, Unifor 127, Sarnia Professional Firefighters Association, and Sarnia Police Association.



TOTAL AMOUNT TO BE COLLECTED THROUGH TAXATION AND RATES

Property taxes and water/sewer rates are the City's largest source of revenue. Property tax is the number that "balances" the budget. The City only collects sufficient taxes to provide services, maintain assets and invest in infrastructure. An increase to the City's total property assessment value does not automatically result in the City collecting more tax.

TAXATION	2020 Approved Budget	2021 Approved Budget	Difference	Change %
General Operating	51,253,928	51,926,525	672,597	1.31%
Police Services	25,177,450	26,033,481	856,031	3.40%
General Taxation	\$76,431,378	\$77,960,006	\$1,528,628	2.00%
Transit Area	4,244,344	4,348,130	103,786	2.45%
Total Taxation	\$80,675,722	\$82,308,136	\$1,632,414	2.02%
Taxation Growth Impact	525,000	525,000	-	0.00%
Special Levy - Petro-Chemical Area	500,000		-500,000	-100.00%
Total Taxation Revenue	\$81,700,722	\$82,833,136	\$1,132,414	1.39%

RATES	2020 Approved Budget	2021 Approved Budget	Difference	Change %
Water	16,914,972	17,345,160	430,188	2.54%
Sewer	18,603,802	19,442,125	838,323	4.51%
Total Rates	\$35,518,774	\$36,787,285	\$1,268,511	3.57%

WHAT DOES THIS PROPERTY TAX INCREASE MEAN TO SARNIA'S RESIDENTIAL PROPERTY OWNERS?

The amount of property tax revenue approved by City Council is spread between property owners based on assessment value. The assessed value is determined by the Municipal Property Assessment Corporation.

Based on these residential values, the proposed increase is broken down between the general tax, which applies to everyone, and the conventional transit tax, which is charged only to those within the conventional transit service area.

City Portion of Property Tax	Average Value	2020 City Tax	Increase (General Tax)	Increase (Transit Tax)	2021 City Tax
Residence valued at \$100K		\$923	\$17	\$1	\$941
Single Family Detached	\$219,737	\$1,783	\$38	\$3	\$1,824
Link Home	\$183,515	\$1,553	\$32	\$3	\$1,587
Freehold Rowhouse	\$167,017	\$909	\$29	\$2	\$940
Semi-Detached	\$137,008	\$1,158	\$24	\$2	\$1,184
Single Family (Lakefront)	\$986,292	\$8,012	\$171	\$13	\$8,196
Condominium	\$148,778	\$1,130	\$26	\$2	\$1,158
Approved Increase - CITY Portion Only					2.02%

Based on 2021 City of Sarnia Average Phase-In Values

Note that the amounts above are only the City portion of the total tax bill. The City is part of a two-tier municipal structure and property taxes are collected by the City for the County of Lambton as well as the Ministry of Education. The County of Lambton and the various school boards have a separate budgeting process from the City and their changes will not be finalized until the spring of 2021. Depending on the budget decisions of these groups, property owners will see changes to their tax bills that are different from those above.

Property taxes are shared by all property owners; this includes all property classes, such as residential, multi-residential, farm, commercial, and industrial. Heavily regulated by the Province, the County of Lambton sets policy to determine what portion of taxes each property class throughout the County pays. As the total tax collected is based on the approved budget, any change to this policy shifts tax liability from one property class to another, but the total amount collected stays the same.

WHAT ARE THE KEY THINGS CAUSING THE INCREASE TO PROPERTY TAXES/RATES?

The chart below shows the key areas of increased spending or reduced revenue anticipated for 2021.

Contribution from Reserves - One Time Funding	(1,129,742)	-1.48%
Fleet Reserve Funding - One Year Reduction	(700,000)	-0.92%
Contribution to Tax Stabilization Reserve - One Year Reduction	(600,000)	-0.79%
Brownfields Tax Incentive Program - payment ending	(235,876)	-0.31%
OMPF - per 2021 allocation	(186,200)	-0.24%
Elimination of the Vacancy Rebate program, following the County of Lambton initiative	(166,667)	-0.22%
Increases in payments in lieu of taxes	(114,000)	-0.15%
Decrease to Drain reserve contribution	(100,000)	-0.13%
Contribution to Reserves - Asset Management funding increase	1,485,752	1.94%
Police Budget - as approved by Police Service Board	856,031	1.12%
Staffing Costs - Wages & Benefit contractual increases and changes to staffing	722,961	0.95%
Vehicle Expense Increase (Year 2 Phase in)	649,417	0.85%
Economic Development Department, newly created	250,000	0.33%
Decrease in Recycling revenue	230,000	0.30%
Insurance increases	184,717	0.24%
Investment Income - decrease due to interest rate declines	139,827	0.18%
Software License Fees - due to new software initiatives	128,400	0.17%
Bluewater Power dividend, estimated decrease in revenue	100,000	0.13%
Other changes	14,008	0.02%
Approved Increase - General Taxation	\$1,528,628	2.00%
Staffing Costs - Wages & Benefit contractual increases and changes to staffing	84,705	2.00%
Insurance decreases	(35,823)	-0.84%
Contribution to Reserves - Asset Management funding increase	86,376	2.04%
Other changes	(31,472)	-0.74%
Approved Increase - Transit Taxation	\$103,786	2.45%
Contribution to Reserves	442,044	1.24%
LAWSS - City's share of LAWSS administration, operating, and capital budget	367,587	1.03%
Insurance increases	247,190	0.70%
Increases in third party contracts to meet operational needs	77,189	0.22%
Other changes	133,724	0.38%
Approved Increase to Water & Sewer User Rates	\$1,267,734	3.57%

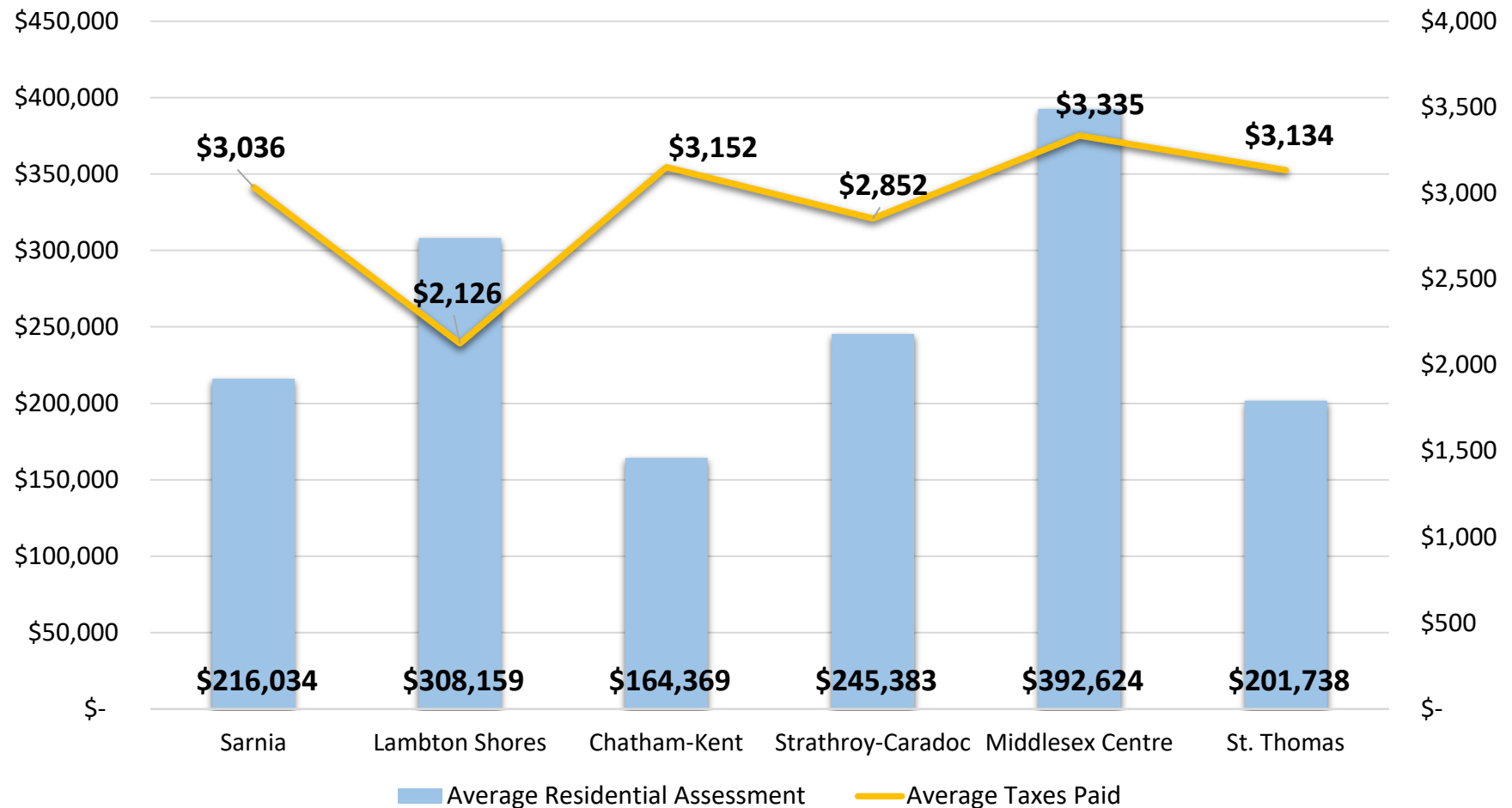
A positive change represents an increase to levy/rates. A negative change represents a decrease to levy/rates.

HOW DO CITY OF SARNIA TAXES COMPARE?

The following chart shows how the Sarnia's taxes compare to our neighbouring municipalities. The bar graph indicates the average residential assessment value of a home, whereas the line graph indicator above shows the average property taxes paid. Service delivery may differ in neighbouring comparators.

Assessment Value / Taxes Paid

(Source: 2019 BMA Municipal Study)



ASSET MANAGEMENT - CAPITAL BUDGET

Maintaining municipal infrastructure is vital to achieving our vision “Sarnia – the place you want to be!” Our Asset Management Plan (AMP) is used to optimize our assets and help prioritize infrastructure needs. The City’s revenues are not sufficient to meet the outstanding infrastructure needs or address the infrastructure backlog. The prioritization for infrastructure rehabilitation and replacement focuses on urgency, available resources, readiness to proceed, and affordability.

To address issues identified through the AMP as well as to promote a culture of pro-active lifecycle management, the general budget includes a dedicated 2% asset management funding to supplement the dollars available to invest in municipal assets. This is in addition to 2% asset management funding that is embedded in the budget from 2020. If approved, this dedicated asset management funding will be directed to pro-active maintenance of assets (i.e. rehabilitating them before they deteriorate into a poor condition).

In addition, the City owns and manages infrastructure that supports our petro-chemical industrial sector. A special area levy for this sector has been implemented to enable the City to replace and/or rehabilitate these critical assets.

The City has been very successful in obtaining substantial Federal and Provincial grants for transit, roads, sewer upgrades, and water main replacements. The City must provide financial resources in partnership with the grant programs, ranging from 33% to 60% of total project costs. To meet this demand, as well as to promote a sustainable capital program, the City has drafted a 10-year capital plan that invests in the community’s infrastructure.

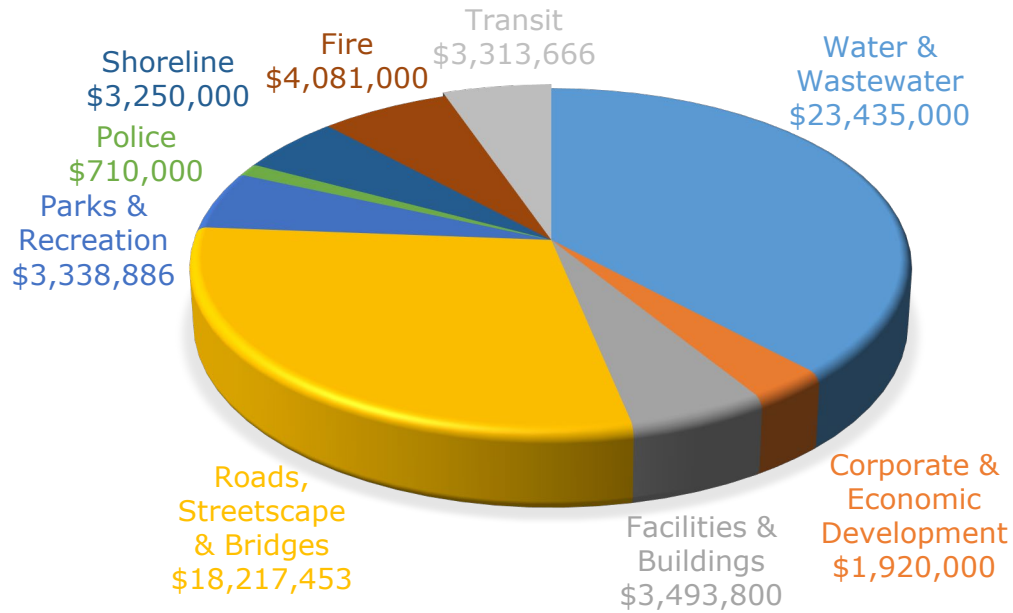
The City is maintaining its “Pay As You Go” philosophy, redirecting the dollars previously used to pay principal and interest on retired debt, into other capital investments.



2021 APPROVED CAPITAL BUDGET

The following pie chart illustrates where the 2021 capital budget dollars are allocated, while the bar graph shows where the money comes from.

2021 APPROVED CAPITAL BUDGET \$61.8 MILLION



2021 - Where the \$ Comes From



BUDGET HIGHLIGHTS

This highlight document provides a high-level overview of the budget process, aspects of the budget, and the approved changes for 2021. The Virtual Public Input and Grants Session was held Monday, November 23, 2020.

You can watch video (live or recordings) of special Council meetings leading up to the Council Budget Deliberations at <https://sarnia.civicweb.net/portal/>.

In preparation for the Budget process there are a number of presentations to Council; they are available on our website for your review. If you would like a more detailed look at all the numbers and background data that goes into the development of the proposed budgets, there are a number of detailed documents available on our website at <https://www.sarnia.ca/2021-budgets/>. These documents include:

2021 Draft Operating & Reserves Budgets

- Summary of Taxation, Rates, Expenditures and Revenues
- Summary by Department
- Total Full Time Equivalent Staff Summary
- Detailed Operating Budget (line by line) including explanations of changes
- Reserve & Reserve Fund Revenues & Expenditures, & Projected Fund Balances

2021 Draft Capital Budget

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

2021 Draft Fees for Services

- Fees by Department (including description of user fees)

2021 Draft Supplementary Budget Information

- Budget Reports
- Municipal Grant Policy
- Municipal Grant Summary and Submitted Applications

APPENDICIES

- | | | |
|----|--------------------------------|-------------|
| 1. | 2021 Approved Operating Budget | Pages 20-21 |
| 2. | 2021 Approved Capital Budgets | Pages 22-23 |
| 3. | Reserves and Reserve Funds | Page 24 |
| 4. | Approved Water and Sewer Rates | Page 25 |

APPENDIX 1: 2021 APPROVED OPERATING BUDGET SUMMARY

Budget Area	2020 Approved Revenues	2020 Approved Expenses	2020 Net Expenses/ (Revenue)	2021 Approved Revenues	2021 Approved Expenses	2021 Net Expenses/ (Revenue)	2021 Approved Change
General							
Taxation	(78,660,519)	2,136,524	(76,523,995)	(79,803,280)	633,981	(79,169,299)	(2,645,304)
Non Departmental Revenue	(9,139,103)	1,958,196	(7,180,907)	(8,042,049)	914,769	(7,127,280)	53,627
Council & Administration							
Mayor & Council	-	388,718	388,718	-	386,052	386,052	(2,666)
CAO	-	354,633	354,633	-	400,816	400,816	46,183
Harbours	(1,190,420)	1,088,420	(102,000)	(1,270,295)	1,097,095	(173,200)	(71,200)
Economic Development	-	170,616	170,616	-	428,458	428,458	257,842
City Clerk	(353,845)	798,750	444,905	(353,845)	641,617	287,772	(157,133)
Corporate Services							
Admin & Communications	-	-	-	-	428,014	428,014	
Human Resources	(201,670)	1,177,026	975,356	(157,870)	1,007,539	849,669	(125,687)
Finance	(754,507)	2,041,973	1,287,466	(833,134)	2,098,767	1,265,633	(21,833)
Information Technology	(498,400)	1,976,668	1,478,268	(487,000)	1,893,514	1,406,514	
Customer Service	-	561,595	561,595	-	647,498	647,498	
Emergency Management	-	220,495	220,495	-	266,840	266,840	46,345
Legal	(95,800)	614,101	518,301	(58,200)	531,620	473,420	(44,881)
Fire Services							
Fire	(350,540)	20,742,839	20,392,299	(166,450)	21,039,559	20,873,109	480,810
Engineering & Operations							
Engineering	(2,317,065)	4,598,294	2,281,229	(2,821,309)	5,061,404	2,240,095	(41,134)
Public Works	(5,543,863)	9,936,578	4,392,715	(5,640,849)	9,994,283	4,353,434	(39,281)
Waste Management	(1,328,324)	4,426,210	3,097,886	(1,090,457)	4,381,345	3,290,888	193,002
Specialized Transit	(239,199)	1,116,367	877,168	(239,199)	1,144,158	904,959	27,791
Community Services							
Parks & Rec Admin	(21,000)	451,144	430,144	-	-	-	(430,144)
Parks & Sports Fields	(898,475)	4,901,868	4,003,393	(724,100)	5,084,537	4,360,437	357,044
Recreation Programs	(479,025)	1,111,168	632,143	(500,304)	1,318,333	818,029	185,886

Budget Area	2020 Approved Revenues	2020 Approved Expenses	2020 Net Expenses/ (Revenue)	2021 Approved Revenues	2021 Approved Expenses	2021 Net Expenses/ (Revenue)	2021 Approved Change
Committees of Council	(45,000)	126,005	81,005	(45,000)	124,505	79,505	
Facilities - Arenas & Pools	(2,549,585)	3,941,597	1,392,012	(2,534,585)	3,869,433	1,334,848	(57,164)
Facilities - Other & Libraries	(46,100)	1,206,321	1,160,221	(32,500)	1,120,606	1,088,106	(72,115)
Planning	(1,118,021)	1,072,511	(45,510)	(1,224,806)	1,107,709	(117,097)	(71,587)
Building	(721,000)	721,000	-	(721,000)	721,000	-	-
By-Law Enforcement	(675,150)	1,304,028	628,878	(674,600)	1,332,072	657,472	28,594
Debt & Unclassified							
Debt	(1,313,907)	2,708,590	1,394,683	-	727,700	727,700	(666,983)
Boards, Commissions	-	429,305	429,305	-	449,451	449,451	20,146
Other	-	11,081,528	11,081,528	(1,129,742)	13,664,418	12,534,676	1,453,148
Police Services							
Police Services	(2,455,356)	27,632,806	25,177,450	(2,586,091)	28,619,572	26,033,481	856,031
Total General Operating	(110,995,874)	110,995,874	-	(111,136,665)	111,136,665		-
Transit							
Taxation	(4,269,344)	72,100	(4,197,244)	(4,373,130)	150,976	(4,222,154)	(24,910)
Operations	(2,616,813)	6,814,057	4,197,244	(2,631,813)	6,853,967	4,222,154	24,910
Total Conventional Transit	(6,886,157)	6,886,157	-	(7,004,943)	7,004,943	-	-
Water & Sewer							
Water Administration	(17,000,451)	7,392,816	(9,607,635)	(17,435,414)	6,626,052	(10,809,362)	(1,201,727)
Water Distribution & Lead Reduction	(486,075)	10,093,710	9,607,635	(491,952)	11,301,314	10,809,362	1,201,727
Sewer Administration	(17,926,356)	2,251,353	(15,675,003)	(18,700,071)	2,596,542	(16,103,529)	(428,526)
Sanitary Sewers	(150,000)	7,341,395	7,191,395	-	9,855,644	9,855,644	2,664,249
Environmental Services Group	(100,000)	1,918,191	1,818,191	-	1,955,341	1,955,341	137,150
Sewage Treatment	(277,652)	6,943,069	6,665,417	(205,000)	4,497,544	4,292,544	(2,372,873)
Storm Sewer Maintenance	(720,446)	720,446	-	(785,054)	785,054	-	-
Total Water & Sewer	(36,660,980)	36,660,980	-	(37,617,491)	37,617,491	-	-

APPENDIX 2: 2021 APPROVED CAPITAL PROJECTS

General Capital Projects	2021 Approved
120 Seaway Road Improvements	85,000
Bridges & Culverts	700,000
City Hall Improvements	145,000
Electronic Documents & Records Management System	100,000
IT Hardware Asset Lifecycle	165,000
Lochiel Kiwanis Centre Improvements	110,000
Oversized Load Corridor	3,790,000
Park Infrastructure	230,000
Public Works Facilities Improvements	300,000
Rapids Parkway Road Extension	9,000,000
Road Rehabilitation	2,500,000
Shoreline Protection	3,250,000
Soil Management Site	100,000
Sport & Recreation	2,602,886
Streetlights	600,000
Traffic Signals	400,000
Transportation Master Plan & Streetscape Improvements	300,000
Active Transportation Projects	250,000
Traffic Signal Priority & Accessibility	374,953
Sarnia Library Improvements	295,000
Integrated HRIS & Payroll System	450,000
Mobile Command Vehicle Replacement	800,000
Facility Access Control Systems	75,000
Backflow Prevention	200,000
Park Infrastructure - Playground & Equipment Replacement	250,000
Accessibility Improvements	302,500
Fleet Radio & GPS Units	125,000
Waterfront - Ferry Dock Hill Revitalization	100,000
Sport Field Development	156,000
Progressive Auto Sales Arena Improvements	1,530,000
Clearwater Arena Improvements	175,000
Sarnia Arena Improvements	228,800
Former Michigan Ave. Landfill Remediation	130,000
Cow Creek - Testing & Assessment	50,000

General Capital Projects	2021 Approved
Germain Arena Demolition	350,000
Fire	
Bunker Gear Replacement	92,000
Fire Station 3 - Design, Demolition, Construction	1,090,000
Radio System & User Gear	563,000
Fire Truck Replacement	1,500,000
Fire Station 1 - Roof Replacement	126,000
Self-Contained Breathing Apparatus (SCBA)	710,000
Transit	
Maintenance Equipment Upgrades/Replacements	357,500
Transit Bus Stop Improvements	213,666
Transit Fleet Replacement & Expansion	1,340,000
Fleet Upgrades - Fare Boxes & Radios	385,000
Transit Terminal Upgrades	1,017,500
Water & Sewer Capital Projects	
Combined Sewer Separation	4,100,000
Plank Road Reconstruction	4,700,000
Pumping Station Improvements	1,500,000
Sarnia Sewer Upgrade Project	6,000,000
Stormwater Management Facilities Rehabilitation	440,000
Watermain, Sanitary & Storm Sewer Replacements	3,420,000
WPCC - Biosolids Processing Upgrades	1,000,000
WPCC - Building Improvements	400,000
WPCC - Emergency Generator	900,000
WPCC - Process Improvements	350,000
Sanitary Sewer Oversizing	125,000
WPCC - Blower Upgrade	250,000
WPCC - UV Disinfection System Shelter	250,000
Police Services	
911 Communication	360,000
Building Improvements	200,000
Police Technology	150,000
Total Approved Capital Project Funding	\$61,759,805

APPENDIX 3: RESERVES AND RESERVE FUNDS

The City holds Reserves and Reserve Funds that are similar to your savings account; they ensure the City has funding for specific purposes or capital projects when needed. Some examples of different types are:

1. "Reserves" are set up by Council and cushion the impact that major expenditures have on property taxes. For example, Tax Stabilization Reserve or Operating Contingency Reserve.
2. "Reserve Funds" earn interest and have external restrictions for collection and use.
 - a. Obligatory (Restricted) – required for legislated or legal reasons. For example, Development Charges are collected from developers and can only be spent for very specific purposes.
 - b. Discretionary – created by Council By-Law, often based on an agreement or donation, for example Bluewater Gymnastics Reserve Fund, or YMCA Reserve Fund.

Below is a high-level summary of the expected opening balances, revenue and spending, and forecasted ending balances for the City's Reserves and Reserve Funds, and types of Inflows (contributions) and Outflows (commitments).

Reserves Budget	Project Type	2021
Opening Balances	Opening Balance	47,307,399
Opening Balances Total		47,307,399
Reserve Inflows	From Operating Budget	27,646,941
	Retired Debt	7,595,506
	Senior Government Grants	16,226,971
	Developer Levies	1,720,000
	Other	230,898
	Reserve Transfer	5,119,698
	Donations	1,200,000
	Third Party Contributions	1,645,833
Reserve Inflows Total		61,385,847
Reserve Outflows	Equipment/Fleet Replacement	-2,004,000
	Direct from Reserve Expenditures	-5,989,931
	To Operating Budget	-5,740,139
	Capital Projects	-61,759,805
	Reserve Transfer	-5,119,698
Reserve Outflows Total		-80,613,573
Ending Balance		28,079,673

APPENDIX 4: APPROVED WATER AND SEWER RATES

2021 Approved Metered Rates			
Size of Meter	Water Distribution Charge (\$/month)	Water Consumption Charge (\$/m3)	Sewer Surcharge (%) *
5/8"	\$31.20	\$0.4532	118.36%
3/4"	\$44.06	\$0.4532	118.36%
1"	\$108.39	\$0.4532	118.36%
1 1/2"	\$216.78	\$0.4532	118.36%
2"	\$400.59	\$0.4532	118.36%
3"	\$770.95	\$0.4532	118.36%
4"	\$1,204.66	\$0.4532	118.36%
6"	\$2,504.13	\$0.4532	118.36%
8"	\$4,817.81	\$0.4532	118.36%
10"	\$7,980.84	\$0.4532	118.36%

* The sewer surcharge is calculated on your total water bill (distribution plus consumption).

Average Residential Water & Sewer Cost/Year (Based on 200 m3/Year Consumption)		
Water Meter Size	5/8"	3/4"
Distribution Charge (\$/month)	\$31.20	\$44.06
Water Consumption (\$/m3)	\$7.55	\$7.55
Distribution + Consumption	\$38.75	\$51.62
Sewer Surcharge (\$/month)	\$45.87	\$61.09
Average Cost (\$/month)	\$84.62	\$112.71
Average Cost (\$/year)	\$1,015.44	\$1,352.54

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