

**THE CORPORATION  
OF THE  
CITY OF SARNIA**



**DRAFT  
CAPITAL & RESERVES  
BUDGETS  
2023**

# THE CORPORATION OF THE CITY OF SARNIA

## DRAFT 2023 CAPITAL & RESERVES BUDGETS

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**CITY OF SARNIA - 2023 DRAFT 10-YEAR CAPITAL PLAN**

Project Category	Funded			Year 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total			
General Government	City Administration	Clerks	Electronic Documents and Records Management System		(100,000)									(100,000)			
	<b>City Administration Total</b>				<b>(100,000)</b>									<b>(100,000)</b>			
General Government	Community Services	Facilities	City Hall Improvements		(200,000)	(300,000)								(500,000)			
			Clearwater Arena Improvements		(400,000)	(300,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(700,000)	(7,400,000)		
			Harbour Dredging				(3,000,000)									(3,000,000)	
			Progressive Auto Sales Arena Improvements	(1,595,000)	(635,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(14,230,000)	
			Sarnia Library Improvements		(250,000)	(125,000)										(375,000)	
			Engineering Facilities		(370,000)											(370,000)	
			Pat Stapleton Arena (formerly Sarnia Arena)	(100,000)	(150,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(8,250,000)	
			Community Services Facilities				(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(1,600,000)
			Parks and Recreation	Canatara Park			(225,000)										(225,000)
				Germain Park			(1,250,000)	(1,500,000)	(1,250,000)								(4,000,000)
	Neighbourhood Parks				(150,000)	(165,000)									(315,000)		
	Tecumseh Park/Cox Youth Centre Improvements	(550,000)		(750,000)	(200,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(5,000,000)		
	Harry Turnbull Park			(150,000)											(150,000)		
	Playground Equipment			(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(3,000,000)		
	Strangway Community Centre			(200,000)	(1,250,000)	(1,500,000)	(1,250,000)								(4,200,000)		
	<b>Community Services Total</b>				<b>(3,515,000)</b>	<b>(5,435,000)</b>	<b>(9,965,000)</b>	<b>(7,000,000)</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>(4,200,000)</b>	<b>(52,615,000)</b>		
	Corporate Services	Information Technology	IT Hardware Asset Replacements		(264,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(2,856,000)		
				<b>Corporate Services Total</b>				<b>(264,000)</b>	<b>(288,000)</b>	<b>(2,856,000)</b>							
	Engineering & Operations	Engineering	Active Transportation Projects - ICIP SAR-07	Active Transportation - AFT	(335,000)	(100,000)									(435,000)		
				Bridges & Culverts	(750,000)	(450,000)										(1,200,000)	
Oversized Load Corridor				(950,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(18,950,000)		
Rapids Parkway Road Extension				(2,272,613)	(240,000)											(2,512,613)	
Road Rehabilitation				(3,100,000)												(3,100,000)	
Shoreline Protection				(3,500,000)	(3,750,000)	(4,000,000)	(4,250,000)	(4,500,000)	(4,500,000)	(4,500,000)	(4,500,000)	(4,500,000)	(4,500,000)	(4,500,000)	(4,500,000)	(42,500,000)	
Streetlight Replacements				(2,000,000)	(2,500,000)	(2,500,000)	(2,750,000)	(2,750,000)	(2,750,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(27,250,000)	
Traffic Signals				-	(200,000)	(200,000)	(200,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(2,100,000)	
Transportation Master Plan & Streetscape Improvements				(150,000)	(150,000)	(150,000)	(150,000)	(250,000)	(275,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(2,325,000)	
Traffic Signals & Accessibility Improvements - ICIP SAR-10				(200,000)	(300,000)	(300,000)	(350,000)	(350,000)	(350,000)	(375,000)	(375,000)	(400,000)	(400,000)	(400,000)	(400,000)	(3,400,000)	
Operation Services		Former Michigan Avenue Landfill Remediation		(165,000)	(165,000)	(200,000)	(200,000)								(730,000)		
		Public Works	Former Michigan Avenue Landfill Remediation		(350,000)	(100,000)	(100,000)	(75,000)	(75,000)		(75,000)		(75,000)		(850,000)		
		Public Works	Public Works Facilities Improvements		(750,000)	(1,000,000)	(660,000)	(2,125,000)	(1,650,000)	(200,000)	(2,000,000)	(1,650,000)	(775,000)	(350,000)	(11,160,000)		
		<b>Engineering &amp; Operations Total</b>				<b>(14,522,613)</b>	<b>(10,955,000)</b>	<b>(10,110,000)</b>	<b>(12,100,000)</b>	<b>(11,825,000)</b>	<b>(10,325,000)</b>	<b>(12,500,000)</b>	<b>(12,075,000)</b>	<b>(11,300,000)</b>	<b>(10,800,000)</b>	<b>(116,512,612)</b>	
		Fire Services	Fire Services	Bunker Gear Replacement		(144,326)	(148,655)	(153,115)	(157,708)	(162,440)	(245,408)	(172,332)	(177,502)	(182,827)	(188,312)	(1,732,625)	
Fire Station 3 - Demolition, Design, Construction				(3,167,765)											(3,167,765)		
Fire Truck Replacements					(900,000)		(1,500,000)	(2,000,000)	(1,500,000)		(1,500,000)	(1,500,000)			(8,900,000)		
Marine Vessel Replacements					(480,000)										(480,000)		
Station Paving						(570,000)									(570,000)		
Training & Storage Facility							(825,000)								(825,000)		
Fire Station 5 Renovation						(975,000)									(975,000)		
Fire Station 1 - Emergency Generator				(250,000)											(250,000)		
<b>Fire Services Total</b>				<b>(3,562,091)</b>	<b>(1,528,655)</b>	<b>(1,698,115)</b>	<b>(2,482,708)</b>	<b>(2,162,440)</b>	<b>(1,745,408)</b>	<b>(172,332)</b>	<b>(1,677,502)</b>	<b>(1,682,827)</b>	<b>(188,312)</b>	<b>(16,900,390)</b>			
<b>General Government Total</b>					<b>(21,863,704)</b>	<b>(18,306,655)</b>	<b>(22,061,115)</b>	<b>(21,870,708)</b>	<b>(18,775,440)</b>	<b>(16,858,408)</b>	<b>(17,460,332)</b>	<b>(18,540,502)</b>	<b>(17,770,827)</b>	<b>(15,476,312)</b>	<b>(188,984,002)</b>		

**CITY OF SARNIA - 2023 DRAFT 10-YEAR CAPITAL PLAN**

Project Category		Funded														
Category	Division	Department	Project Name	Year 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total		
Transit	Engineering & Operations	Transit	Facility Renovations		(1,900,000)	(500,000)		(500,000)	(500,000)				(1,000,000)	(4,400,000)		
			Fleet Replacement & Expansion		(2,800,000)	(1,600,000)	(1,600,000)	(1,600,000)	(2,100,000)	(1,400,000)	(2,800,000)	(1,600,000)	(1,600,000)	(17,100,000)		
			Maintenance Equipment Upgrades/Replacements	(300,000)				(450,000)					(500,000)		(1,250,000)	
			Terminal Upgrades		(385,000)										(385,000)	
			Bus Stop Improvements - ICIP SAR-05	(213,666)	(213,666)	(146,119)	(119,721)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(993,172)	
			<b>Engineering &amp; Operations Total</b>			<b>(513,666)</b>	<b>(5,298,666)</b>	<b>(2,246,119)</b>	<b>(1,719,721)</b>	<b>(2,600,000)</b>	<b>(2,650,000)</b>	<b>(1,450,000)</b>	<b>(2,850,000)</b>	<b>(3,150,000)</b>	<b>(1,650,000)</b>	<b>(24,128,172)</b>
<b>Transit Total</b>			<b>(513,666)</b>	<b>(5,298,666)</b>	<b>(2,246,119)</b>	<b>(1,719,721)</b>	<b>(2,600,000)</b>	<b>(2,650,000)</b>	<b>(1,450,000)</b>	<b>(2,850,000)</b>	<b>(3,150,000)</b>	<b>(1,650,000)</b>	<b>(24,128,172)</b>			
Water & Sewer	Engineering & Operations	Engineering	Combined Sewer Separation	(7,816,000)	(7,500,000)	(8,000,000)	(8,000,000)	(8,500,000)	(8,500,000)	(9,000,000)	(9,000,000)	(9,500,000)	(9,500,000)	(85,316,000)		
			Plank Road Reconstruction	(2,083,334)	(4,166,667)										(6,250,001)	
			Watermain Replacements	(3,210,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(25,710,000)	
			Blackwell Glen Pathway Rehabilitation	(200,000)											(200,000)	
			Flood Mitigation	(1,000,000)											(1,000,000)	
			<b>Engineering</b>			<b>(11,309,334)</b>	<b>(14,166,667)</b>	<b>(10,500,000)</b>	<b>(10,500,000)</b>	<b>(11,000,000)</b>	<b>(11,000,000)</b>	<b>(11,500,000)</b>	<b>(11,500,000)</b>	<b>(12,000,000)</b>	<b>(12,000,000)</b>	<b>(112,726,001)</b>
		Operation Services	Bright's Grove Sewage Treatment Facility	(200,000)	(1,000,000)		(2,000,000)						(400,000)		(3,600,000)	
			Stormwater Management Facilities Rehabilitation		(500,000)	(500,000)	(100,000)	(100,000)	(500,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(2,100,000)	
			Wastewater Pollution Control Centre - Biosolids Processing Upgrades	(1,000,000)	(600,000)	(700,000)	(1,000,000)	(700,000)							(4,000,000)	
			Wastewater Pollution Control Centre - Blower Upgrade	(500,000)											(500,000)	
			Wastewater Pollution Control Centre - Process Improvements		(1,330,000)	(1,450,000)	(1,600,000)	(1,650,000)	(1,700,000)	(1,750,000)	(1,800,000)	(1,900,000)	(1,900,000)	(1,900,000)	(15,080,000)	
			Wastewater Pump-Lift Station Improvements	(500,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(20,750,000)	
			Wastewater Pollution Control Centre - Ventilation Upgrades	(350,000)												(350,000)
			Wastewater Pollution Control Centre - Internal Road Paving	(600,000)												(600,000)
			Wastewater Pollution Control Centre Administration Building Improvements	(350,000)	(3,150,000)	(500,000)	(1,000,000)	(1,000,000)				(800,000)		(500,000)		(7,300,000)
			<b>Operation Services</b>			<b>(3,000,000)</b>	<b>(6,000,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(4,750,000)</b>	<b>(36,000,000)</b>
Public Works	Lead Reduction	(580,000)											(580,000)			
	Sarnia Sewer Upgrade Project	(1,000,000)											(1,000,000)			
	Water Meter Replacements		(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(1,200,000)			
	<b>Public Works</b>			<b>(1,730,000)</b>												
<b>Engineering &amp; Operations Total</b>			<b>(19,389,334)</b>	<b>(23,146,667)</b>	<b>(16,050,000)</b>	<b>(18,600,000)</b>	<b>(16,850,000)</b>	<b>(15,600,000)</b>	<b>(15,750,000)</b>	<b>(16,600,000)</b>	<b>(16,800,000)</b>	<b>(16,750,000)</b>	<b>(175,536,001)</b>			
<b>Water &amp; Sewer Total</b>			<b>(19,389,334)</b>	<b>(23,146,667)</b>	<b>(16,050,000)</b>	<b>(18,600,000)</b>	<b>(16,850,000)</b>	<b>(15,600,000)</b>	<b>(15,750,000)</b>	<b>(16,600,000)</b>	<b>(16,800,000)</b>	<b>(16,750,000)</b>	<b>(175,536,001)</b>			
Police	Police Services	Police Services	911 Communication	(360,000)									(2,240,000)	(2,600,000)		
			Building Improvements	(600,000)										(600,000)		
			Equipment	(2,000,000)										(2,000,000)		
<b>Police Services Total</b>			<b>(2,960,000)</b>									<b>(2,240,000)</b>	<b>(5,200,000)</b>			
<b>Police Total</b>			<b>(2,960,000)</b>									<b>(2,240,000)</b>	<b>(5,200,000)</b>			
<b>Grand Total</b>			<b>(44,726,703)</b>	<b>(46,751,988)</b>	<b>(40,357,234)</b>	<b>(42,190,429)</b>	<b>(38,225,440)</b>	<b>(35,108,408)</b>	<b>(34,660,332)</b>	<b>(37,990,502)</b>	<b>(37,720,827)</b>	<b>(36,116,312)</b>	<b>(393,848,175)</b>			

**CITY OF SARNIA - 2023 DRAFT 10-YEAR CAPITAL PLAN**

Project Category	Unfunded															
Division	Division	Department	Project Name	Year 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total		
General Government	City Administration	Economic Development	Competitive Market Analysis – Business Parks	(600,000)	(5,600,000)	(6,200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(13,800,000)		
			Waterfront Master Plan	(947,400)	(738,300)	(2,796,000)	(5,307,600)	(14,344,700)	(1,311,200)	(8,941,200)	(3,788,100)	(6,555,300)	(1,476,000)	(46,205,800)		
			Sarnia Chris Hadfield Airport Master Plan Implementation				(473,000)	(1,434,000)	(925,000)	(287,000)	(9,723,000)	(1,383,000)	(75,000)	(14,300,000)		
		<b>City Administration Total</b>			<b>(1,547,400)</b>	<b>(6,338,300)</b>	<b>(8,996,000)</b>	<b>(5,980,600)</b>	<b>(15,978,700)</b>	<b>(2,436,200)</b>	<b>(9,428,200)</b>	<b>(13,711,100)</b>	<b>(8,138,300)</b>	<b>(1,751,000)</b>	<b>(74,305,800)</b>	
	Community Services	Facilities		Bright's Grove Library		(2,666,667)	(2,666,667)	(2,666,666)							(8,000,000)	
				Multi-Use Recreational Facility		(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)						(35,000,000)
				Facility Improvements		(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(9,000,000)
		Parks and Recreation		Canatara Park				(2,000,000)	(2,000,000)	(2,000,000)						(6,000,000)
				Norm Perry Park					(2,500,000)	(2,500,000)	(2,500,000)					(7,500,000)
		<b>Community Services Total</b>			<b>(10,666,667)</b>	<b>(10,666,667)</b>	<b>(12,666,666)</b>	<b>(12,500,000)</b>	<b>(12,500,000)</b>	<b>(3,500,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(65,500,000)</b>	
	Engineering & Operations	Engineering		Road Rehabilitation		(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(9,000,000)	
			<b>Engineering &amp; Operations Total</b>			<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(9,000,000)</b>								
	<b>General Government Total</b>				<b>(1,547,400)</b>	<b>(18,004,967)</b>	<b>(20,662,667)</b>	<b>(19,647,266)</b>	<b>(29,478,700)</b>	<b>(15,936,200)</b>	<b>(13,928,200)</b>	<b>(15,711,100)</b>	<b>(10,138,300)</b>	<b>(3,751,000)</b>	<b>(148,805,800)</b>	
Transit	Engineering & Operations	Transit	Electric Transit Fleet		(3,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(11,000,000)		
			<b>Engineering &amp; Operations Total</b>			<b>(3,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(11,000,000)</b>							
<b>Transit Total</b>				<b>(3,000,000)</b>	<b>(1,000,000)</b>	<b>(11,000,000)</b>										
Water & Sewer	Engineering & Operations	Engineering	Watermain, Sanitary, and Storm Sewer Replacements		(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(9,000,000)		
			Flood Mitigation		(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(18,000,000)	
			<b>Engineering &amp; Operations Total</b>			<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(27,000,000)</b>								
<b>Water &amp; Sewer Total</b>				<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(3,000,000)</b>	<b>(27,000,000)</b>		
Police	TBD	<b>Police Services Total</b>														
		<b>Police Total</b>														
<b>Grand Total</b>				<b>(1,547,400)</b>	<b>(24,004,967)</b>	<b>(24,662,667)</b>	<b>(23,647,266)</b>	<b>(33,478,700)</b>	<b>(19,936,200)</b>	<b>(17,928,200)</b>	<b>(19,711,100)</b>	<b>(14,138,300)</b>	<b>(7,751,000)</b>	<b>(186,805,800)</b>		

**CITY OF SARNIA - 2023 DRAFT CAPITAL FUNDING SOURCES**

Year **2023**  
 Project  
 Category **Funded**

Division	Division	Department	Project Name	Sub-Project Name	New/ Existing	Tax Levy	Transit Levy	Rates	Development Charges	Grants Donations	Grand Total			
General Government	Community Services	Facilities	Sarnia Library Improvements	Exterior Basement Entrance	Existing	(250,000)					(250,000)			
			Progressive Auto Sales Arena Improvements	Air Conditioner Assessment & Design	New	(175,000)					(175,000)			
				Gender Neutral Dressing Room	Existing	(400,000)					(400,000)			
				Roof Replacement	Existing	(900,000)					(900,000)			
				Rubber Flooring Replacement - Main Hallway & Gate 1	New	(120,000)					(120,000)			
				Engineering Facilities	Transit HVAC Replacements	New		(320,000)			(320,000)			
				Public Works Furnace Replacements	New	(16,666)		(33,334)		(50,000)				
			Pat Stapleton Arena (formerly Sarnia Arena)	Main Dressing Room Hallway – Rubber Flooring	New	(100,000)				(100,000)				
		Parks and Recreation	Tecumseh Park/Cox Youth Centre Improvements	Ball Diamond Re-Development	New	(550,000)				(550,000)				
			Harry Turnbull Park	Playground Equipment	Existing	(150,000)				(150,000)				
			Playground Equipment	TBD	New	(300,000)				(300,000)				
			Strangway Community Centre	Gymnasium Design/Build	Existing	(200,000)				(200,000)				
		<b>Community Services Total</b>						<b>(3,161,666)</b>	<b>(320,000)</b>	<b>(33,334)</b>			<b>(3,515,000)</b>	
	Corporate Services	Information Technology	IT Hardware Asset Lifecycle	End User Device Replacements	Existing	(132,000)						(132,000)		
				Networking and Server Replacements	Existing	(132,000)					(132,000)			
	<b>Corporate Services Total</b>						<b>(264,000)</b>					<b>(264,000)</b>		
	Engineering & Operations	Engineering	Active Transportation Projects - ICIP SAR-07	Infill Sidewalk/Bike Lanes	Existing	(122,669)					(62,331)	(185,000)		
				Pedestrian Crossing/Signals	Existing	(40,005)					(109,995)	(150,000)		
				Active Transportation - AFT	Multi-use Trails	New	(350,000)					(400,000)	(750,000)	
				Bridges & Culverts	McGregor Side Road Bridge	New						-	-	
					Michigan Road Bridge (No. 40)	New						(950,000)	(950,000)	
				Oversized Load Corridor	Utility Upgrades/Roadwork/Dock	Existing	(922,029)					(1,350,584)	(2,272,613)	
				Rapids Parkway Road Extension	Construction	Existing	(672,583)				(2,427,417)		(3,100,000)	
				Road Rehabilitation	TBD	New						(3,500,000)	(3,500,000)	
				Shoreline Protection	TBD	Existing	(2,000,000)						(2,000,000)	
				Traffic Signals	Poles, Heads, Controllers, and Wiring Replacements	Existing	(150,000)						(150,000)	
				Transportation Master Plan & Streetscape Improvements	Various	Existing	(200,000)						(200,000)	
				Streetlight Replacements	Pole and Wiring Replacement	Existing	-						-	
				Traffic Signals & Accessibility Improvements - ICIP SAR-10	Installation of Accessible Pedestrian Signals	Existing	(44,005)						(120,995)	(165,000)
				Operation Services	Former Michigan Avenue Landfill Remediation	Remediation	New	(350,000)						(350,000)
					Public Works	Public Works Facilities Improvements	Various	New	(250,000)			(500,000)		(750,000)
	<b>Engineering &amp; Operations Total</b>						<b>(5,101,291)</b>	<b>(500,000)</b>	<b>(2,427,417)</b>	<b>(6,493,905)</b>	<b>(14,522,613)</b>			
	Fire Services	Fire Services	Bunker Gear Replacement	Bunker Gear Replacement	Existing	(144,326)						(144,326)		
Fire Station 3 - Demolition, Design, Construction			Construction	Existing	(798,428)					(2,369,337)	(3,167,765)			
Fire Station 1 - Emergency Generator			Emergency Power Generator	New	(250,000)						(250,000)			
<b>Fire Services Total</b>						<b>(1,192,754)</b>			<b>(2,369,337)</b>	<b>(3,562,091)</b>				
<b>General Government Total</b>						<b>(9,719,711)</b>	<b>(320,000)</b>	<b>(533,334)</b>	<b>(2,427,417)</b>	<b>(8,863,242)</b>	<b>(21,863,704)</b>			

**CITY OF SARNIA - 2023 DRAFT CAPITAL FUNDING SOURCES**

Year **2023**  
 Project  
 Category **Funded**

Division	Division	Department	Project Name	Sub-Project Name	New/ Existing	Tax Levy	Transit Levy	Rates	Development Charges	Grants Donations	Grand Total	
Police	Police Services	Police Services	911 Communication	Next Generation NG911 Upgrades	Existing	(360,000)					(360,000)	
			Building Improvements	Facility Retrofits	New	(500,000)					(500,000)	
				Replacement Gas Tank	New	(100,000)					(100,000)	
			Equipment	Firing Range Upgrades	New	(2,000,000)					(2,000,000)	
			<b>Police Services Total</b>					<b>(2,960,000)</b>				<b>(2,960,000)</b>
<b>Police Total</b>						<b>(2,960,000)</b>				<b>(2,960,000)</b>		
Transit	Engineering & Operations	Transit	Maintenance Equipment Upgrades/Replacements	Diesel Fuel Pump & Maintenance Program	New		(80,010)			(219,990)	(300,000)	
			Bus Stop Improvements - ICIP SAR-05	Shelters & Concrete Pads	Existing					(213,666)	(213,666)	
			<b>Engineering &amp; Operations Total</b>					<b>(80,010)</b>			<b>(433,656)</b>	<b>(513,666)</b>
<b>Transit Total</b>						<b>(80,010)</b>			<b>(433,656)</b>	<b>(513,666)</b>		
Water & Sewer	Engineering & Operations	Engineering	Combined Sewer Separation	East, Palmerston, Brock, Vidal, Tecumseh, Rose, Russell	New	(762,060)		(4,318,340)		(2,735,600)	(7,816,000)	
			Plank Road Reconstruction	Streets	Existing	(364,797)		(833,333)		(885,203)	(2,083,334)	
			Watermain Replacements	Plank Road - Phase 2	New			(2,460,000)			(2,460,000)	
				Colborne Road (Guthrie to Errol Rd. W)	New			(750,000)			(750,000)	
				Green Street (Russel to Palmerston)	New			(200,000)			(200,000)	
				Blackwell Glen Pathway Rehabilitation	New			(1,000,000)			(1,000,000)	
		Operation Services	Flood Mitigation	TBD	(blank)				(1,000,000)			(1,000,000)
			Bright's Grove Sewage Treatment Facility	Desludging - Cell #1	New			(200,000)			(200,000)	
			Wastewater Pollution Control Centre - Biosolids Processing Upgrades	Phase II	Existing			(1,000,000)			(1,000,000)	
			Wastewater Pollution Control Centre - Blower Upgrade	Blower Upgrade	Existing			(500,000)			(500,000)	
			Wastewater Pollution Control Centre Administration Building Improvements	Design	New			(350,000)			(350,000)	
			Wastewater Pump-Lift Station Improvements	PS# 11, 14 Replacement, Construction	New			(500,000)			(500,000)	
			Wastewater Pollution Control Centre - Ventilation Upgrades	Ventilation Upgrades	New			(350,000)			(350,000)	
			Wastewater Pollution Control Centre - Internal Road Paving	Internal Road Paving	Existing			(600,000)			(600,000)	
			Sarnia Sewer Upgrade Project	Bedford Pumping Station/Microtunnelling	Existing			(1,000,000)			(1,000,000)	
			Lead Reduction	TBD	Existing			(580,000)			(580,000)	
		<b>Engineering &amp; Operations Total</b>					<b>(1,126,857)</b>		<b>(14,641,673)</b>		<b>(3,620,803)</b>	<b>(19,389,334)</b>
<b>Water &amp; Sewer Total</b>					<b>(1,126,857)</b>		<b>(14,641,673)</b>		<b>(3,620,803)</b>	<b>(19,389,334)</b>		
<b>Grand Total</b>					<b>(13,806,568)</b>	<b>(400,010)</b>	<b>(15,175,007)</b>	<b>(2,427,417)</b>	<b>(12,917,701)</b>	<b>(44,726,703)</b>		

# 2023 Capital Project Request

Capital Project	Department
Progressive Auto Sales Arena (PASA)	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

## Project Description / Justification

### Roof Replacement – Phase 3 of 4 - \$900,000

As part of the PASA refurbishment plans, it is necessary to complete the third phase of the roof replacement that began in 2021, as the roof is at end of life and continues to leak in some areas. This increases the risk to all other assets inside the building and the integrity of the building roof system itself. According to the energy efficiency program, this project will better control overall operating costs by reducing air entrance as well. The new roof system has a 40-year lifecycle and as such, this asset will be well protected overall for the future once this program is complete.

### Gender-Neutral Dressing Room - \$400,000

The City and the Sting entered into an Agreement in 2019 to advance the Sting’s new change room and a new gender-neutral dressing room space for users. The city dedicated \$300,000 in funding for this investment as part of the 2020 capital program, however, the pandemic temporarily suspended plans.

Spring 2022, Council approved a loan to support the Sting in moving forward with their dressing room space, in turn allowing the city to advance the gender-neutral dressing room space. The detailed design of the gender-neutral space is complete, however the cost of the project has escalated and will require additional funds to complete. Staff recommend moving this project forward for completion in 2023 as a significant and positive modernization of the facility.

### Rubber Flooring Replacement – Main Hallway, Gate 1 - \$120,000

The main floor of the PASA entrance from Gate 1 is at end-of-life and in need of replacement. Given the extensive use of this space by all users of this building, staff are recommending that this be advanced next year as an important maintenance program for this heavily utilized space in PASA.

### Air Conditioning Assessment & Design - \$175,000

Over the last years, the building has had some issues with the functionality of the Air Conditioning equipment installed since its construction. After several reviews with professionals, the system must be redesigned to avoid any more damages and extra workload on the exiting devices. This request is made, to know in detail what the building needs to upgrade the system in terms of cost, time, and quality. In the long term, the right procedures adopt by as a result of this redesign will ensure the proper functionality of the equipment and avoid extra expenses in repair and most important will extend the lifecycle and service of the Arena.

## Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	1,420,000	635,000	1,500,000	1,500,000	1,500,000	6,555,000
Professional Services	175,000					175,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>1,595,000</b>	<b>635,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>6,730,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	1,595,000	635,000	1,500,000	1,500,000	1,500,000	6,730,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>1,595,000</b>	<b>635,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>6,730,000</b>

## Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Sarnia Public Library	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

## Project Description

### Exterior Basement Entrance \$250,000

As part of the upgrades planned for Sarnia Public Library, the city has included the construction of the new basement entrance. The existing conditions present high risks for users of this entrance. In 2021 the city conducted the construction designs with Burkhart Architects to know in detail what the area required to adapt the new entrance, including stairs, concrete ramp, railings, new drainage, new door, and brick replacement. This request is made to complete the project in 2023 and provide a safe service for the community.

## Justification

The existing conditions of the entrance do not allow the correct functionality of the components, for instance, the constant drainage issues during the rain season cause flooding at the entrance and the equipment installed in the mechanical room might be at risk of damage.

## Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	250,000	125,000				375,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>250,000</b>	<b>125,000</b>	-	-	-	<b>375,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	250,000	125,000				375,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>250,000</b>	<b>125,000</b>	-	-	-	<b>375,000</b>

## Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

<b>Capital Project</b>	<b>Department</b>
Engineering Facilities	Community Services

<b>Project Manager (Title)</b>	<b>Start Date</b>	<b>End Date</b>
Project Manager, CDSS	January 2023	December 2023

<b>Project Description</b>
<p><b>Roof Top Units Replacements – Transit \$20,000</b> The lifecycle of the roof top units has expired, and the A/C side of the unit is no longer operating.</p> <p><b>Make Up Air Units – Transit HVAC \$300,000</b> The make up air units have reached end of life. The City has tried to get some parts from old units to keep them running but some of them are no longer operational and are difficult to find in the market.</p> <p><b>Three Furnaces – Public Works Devine Street \$50,000</b> The lifecycle of these units has expired. Two existing units present deficiency in their operation and one is not operational.</p>

<b>Justification</b>
Replacement of these units will increase energy efficiency and are required to maintain safe, healthy conditions inside the buildings.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction						-
Professional Services						-
Machinery/Equipment	370,000					370,000
Other						-
<b>Total Expenditures</b>	<b>370,000</b>	-	-	-	-	<b>370,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	370,000					370,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>370,000</b>	-	-	-	-	<b>370,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Pat Stapleton Arena	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

**Project Description**

**Main Dressing Room Hallway – Rubber Flooring \$100,000**  
 As part of the plan to upgrade the components in the building, the community dressing room hallway space on the south side of the arena needs new flooring. The underlying concrete has also reached end of life and needs to be replaced.

**Justification**

In 2022 the City proceeded with the replacement of the rubber flooring on the north hallway of the building. For 2023, the main hallway on the south of the building, which provides access to the dressing rooms has been included for replacement.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	100,000	150,000	1,000,000	1,000,000	1,000,000	3,250,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>100,000</b>	<b>150,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>3,250,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	100,000	150,000	1,000,000	1,000,000	1,000,000	3,250,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>100,000</b>	<b>150,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>3,250,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Tecumseh Park Improvements	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

## Project Description

### Ball Diamond Re-Development \$400,000

The Tecumseh Park ball diamond has the highest utilization rate of any diamond in the City, regularly reaching between 90-96%. It is in an exceptional and unique park which has seen significant reinvestment in the last couple of years. The existing ball diamond is the last piece of the existing recreational infrastructure that needs to be reinvested.

Given its proximity to Errol Russel Park and growing interest in leveraging this diamond, staff are recommending the advancement of detailed design and major infrastructure improvements that can leverage community partnerships to see the entire facility modernized.

### Pathway Expansion/Replacement \$150,000

An OTF grant was approved in 2022 for the replacement of the existing pathways at Tecumseh Park. 80% of the project must be funded by the grant and 20% by the city. For maximizing the investment, the city proceeded to include new drainage to avoid flooding and keep rainwater under control.

Part of the ambitious plan for Tecumseh Park, includes features like the new skate park, dog park, and newly renovated splash pad, this request is made to commit the funds to complete the construction of the new pathways for connecting all the features in the park and provide better access for users.

## Justification

As one of the urban parks in Sarnia, the city has defined a master plan for Tecumseh Park with the addition of new features for visitors. The expansion of the pathways and redevelopment of the existing ball diamond will allow the City to enhance the service provided and improve the conditions and opportunities to practice sports and keep social engagement in the community.

The City assigned the necessary funds over the last years for upgrading the park to provide better service to everyone. The goal for 2023 is to have these projects completed and keep planning for future years.

## Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	550,000	750,000	200,000	500,000	500,000	2,500,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>550,000</b>	<b>750,000</b>	<b>200,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	550,000	750,000	200,000	500,000	500,000	2,500,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>550,000</b>	<b>750,000</b>	<b>200,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>

## Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Harry Turnbull Park Improvements	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

## Project Description

### Harry Turnbull Park Improvements \$150,000

In 2020, the City received funding from the ICIP Grant stream that provided for \$100,000 toward improvements to this inner-city park. Park N' Play was retained to review the existing space and provide some options regarding opportunities to reinvest in infrastructure that would reach the most users.

Given the expiry of this grant is in March of 2024, staff are looking to advance the final concept plan by carrying forward the un-spent 2021 capital dollars and bolstering these with an additional \$150,000 that will provide for a total of \$300,000 to make an impact in new park infrastructure. This funding will collectively support new playground equipment which includes a challenge court for children 5–12 years of age, a new swing set including new turf surfacing, and a new set of fitness equipment including the concrete pads for the installation.

## Justification

Harry Turnbull Park has been included within the 2023 planning to upgrade our parks. The existing park conditions do not provide enough features and options for the community. With the implementation of this project, users will find different ways to practice sports and enjoy recreational services in this park.

## Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	150,000					150,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	150,000	-	-	-	-	150,000
<b>Funding</b>						-
Reserves/Reserve Funds	150,000					150,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	150,000	-	-	-	-	150,000

## Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Playground Equipment Replacement	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

**Project Description**

**Playground Equipment \$300,000**

This is the second year the request is being made to continue to invest in existing equipment that has been removed due to un-safe conditions or is failing and will require imminent replacement. This funding will provide for the replacement of playground equipment with modernized and safe structures for kids to enjoy in the areas most in need.

Currently, the annual inspection records for existing equipment shows a lack in service for accessing local kids' equipment. Based on the results, equipment installations will be prioritized for 2-3 parks for 2023. A large proportion of existing playground equipment does not meet current CSA standards and there has not been a proactive assessment and replacement program designed around this service. Kid's playground equipment is considered a foundational element to park and recreational programming and is a primary service that municipalities typically provide.

**Justification**

The City's playground equipment is largely at end-of-life across the community. Some of the existing structures need to be replaced within the next 5 years. As the city moves forward with the Asset Management Plan, this community-focused recreational service continues to be a priority.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	300,000	300,000	300,000	300,000	300,000	1,500,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,500,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	300,000	300,000	300,000	300,000	300,000	1,500,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>1,500,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Strangway Centre Gymnasium Expansion	Community Services

Project Manager (Title)	Start Date	End Date
Project Manager, CDSS	January 2023	December 2023

**Project Description**

**Strangway Center Gymnasium Addition – Detailed Design \$200,000**

With the completion of the Germain Park Master Plan expected in early 2023, guidance in terms of the overall investment plan for this park will be concluded, providing staff with clear direction for future investment projects. These funds are required to hire a qualified architectural firm to create a full detailed design drawing package in anticipation of eventual tendering for construction for this community gym space.

This Capital funding request is to bolster the existing \$150,000 in funding that was provided in 2021 that is required to complete the entire detailed design of this gym addition. With the ICIP funding available until 2028 for this project, this will allow for detailed design to take place in 2023 which will enable clear estimates for construction costs going into 2024/2025.

**Justification**

The addition of a full-size gym for community use in the Strangway Centre was proposed in 2019 and an application for grant funding was made in support of the project. An ICIP grant was provided to the City of Sarnia in support of this project with an expiry date of 2028. With the completion of the Germain Park Master Plan, which will provide clear guidance around future recreation and passive infrastructure in the park, advancing the detailed design for this project now will allow time to secure final pricing and timelines for construction between 2024 and 2027, in advance of 2028 when the grant expires.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction		1,250,000	1,500,000	1,250,000		4,000,000
Professional Services	200,000					200,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>200,000</b>	<b>1,250,000</b>	<b>1,500,000</b>	<b>1,250,000</b>	<b>-</b>	<b>4,200,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	200,000	1,250,000	1,500,000	1,250,000		4,200,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>200,000</b>	<b>1,250,000</b>	<b>1,500,000</b>	<b>1,250,000</b>	<b>-</b>	<b>4,200,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
IT Hardware Asset Replacements	Information Technology

Project Manager (Title)	Start Date	End Date
Information Technology Manager	January 2023	December 2023

### Project Description

This funding is for the ongoing replacement of the City of Sarnia IT assets. This includes the laptops, desktops, monitors, printers, desk phones as well as the infrastructure behind the scenes such as Wi-Fi access points, and network switches.

### Justification

Hardware assets that approaches end of life are prone to failure and creates significant cost increases to repair and can significantly reduce productivity across all departments.

This is a 20% increase over previously projected numbers. The numbers in the previous 10-Year Capital Plan are requested to be adjusted to reflect the atypical cost increases and supply issues of computer components that have impacted both the IT and auto manufacturing industries. Additionally, the workforce has made significant movement towards a mobile work environment and the desktop models previously used are being replaced with laptops that have a cost increase compared to desktops.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Networking & Server	132,000	144,000	144,000	144,000	144,000	708,000
End User Devices	132,000	144,000	144,000	144,000	144,000	708,000
<b>Total Expenditures</b>	<b>264,000</b>	<b>288,000</b>	<b>288,000</b>	<b>288,000</b>	<b>288,000</b>	<b>1,416,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	264,000	288,000	288,000	288,000	288,000	1,416,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>264,000</b>	<b>288,000</b>	<b>288,000</b>	<b>288,000</b>	<b>288,000</b>	<b>1,416,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Active Transportation Projects - ICIP SAR-07	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2024

### Project Description

Continuation of the installation of multi-use trail/sidewalk infill projects and pedestrian crossovers of the active transportation network. The current lack of active transportation infrastructure is a significant safety concern and continuing this initiative will help in achieving our overall active transportation network targets. New active transportation infrastructure will lead to a minor increase in the operating budget for maintenance. This project was included in the Investing in Canada Infrastructure Program – Public Transit Stream grant application. The City of Sarnia must provide matching funds in accordance with the grant program.

### Justification

There is high safety risk due to the current lack of active transportation infrastructure. This is ranked with high priority in Transportation Master Plan.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	285,000	100,000				385,000
Professional Services	50,000					50,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>335,000</b>	<b>100,000</b>	-	-	-	<b>435,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	162,674	26,670				189,344
Grant	172,326	73,330				245,656
Donation						-
Other						-
<b>Total Funding</b>	<b>335,000</b>	<b>100,000</b>	-	-	-	<b>435,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Bridges and Culverts	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Design and Infrastructure	Spring 2023	Fall 2023

**Project Description**  
 Replacement and Rehabilitation of bridges and culverts. 2023 includes major bridge rehabilitation work to be completed on Michigan Avenue over Telfer Diversion Channel Bridge (No. 40).

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

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	950,000	2,000,000	2,000,000	2,000,000	2,000,000	8,950,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	950,000	2,000,000	2,000,000	2,000,000	2,000,000	8,950,000
<b>Funding</b>						-
Reserves/Reserve Funds	950,000	2,000,000	2,000,000	2,000,000	2,000,000	8,950,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	950,000	2,000,000	2,000,000	2,000,000	2,000,000	8,950,000

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Oversized Load Corridor	Engineering & Operations

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2023

### Project Description

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

This project has received National Trade Corridor funding of \$6M, Southwestern Ontario Development Fund grant of \$1.5M, and a donation of \$4M from Cestar College.

### Justification

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

Local manufacturers can't ship large loads to external markets. It is important to the local economy and growth of manufacturing sector.

Under the current funding agreement the City is required to financially contribute to a portion of the project, otherwise the grant money is forfeited.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	2,272,613	240,000				2,512,613
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	2,272,613	240,000	-	-	-	2,512,613
<b>Funding</b>						-
Reserves/Reserve Funds	1,202,029	240,000				1,442,029
Grant	1,070,584					1,070,584
Donation						-
Other						-
<b>Total Funding</b>	2,272,613	240,000	-	-	-	2,512,613

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Rapids Parkway Road Extension	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2023

### Project Description

The Rapids Parkway Extension project was initially approved during in 2021 budget and has been proceeding in phases to date. Works including; watermain extension to ensure water quality and system redundancy, new sanitary sewer forcemain to relieve strain on existing pumping station, widening of the existing Rapids Parkway Roadway south of Lizucha Drive and extension of the north leg of the new Rapids Parkway extension to limit of Highway 402 ROW.

Planned work for 2023 includes completion of the South leg of the road up to the limits of Highway 402 ROW including the signalized intersection at Exmouth Street, roundabout at Quinn Drive, relocation and naturalization of the Howard Watson Nature Trail and collaborative work with the MTO to create a passage under highway 402.

The extension has been planned since the mid-1990's and is included in the Official Plan, Development Area 1 Secondary Plan, and the 2014 Transportation Master Plan. Development Area 1 continues to grow and the road extension project will ensure the related traffic growth can be accommodated. This project will lead to an increase in operating costs to maintain the new infrastructure.

### Justification

Continued traffic congestion at peak hours if the road is not extended which may negatively impact development if additional transportation capacity is not provided.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	2,900,000					2,900,000
Professional Services	200,000					200,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>3,100,000</b>	-	-	-	-	<b>3,100,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	3,100,000					3,100,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>3,100,000</b>	-	-	-	-	<b>3,100,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Road Rehabilitation	Engineering

Project Manager (Title)	Start Date	End Date
Construction Manager	Spring 2023	Fall 2023

**Project Description**

Road reconstruction and resurfacing of roads that have reached the end of their useful life.

The program intends to target all areas of the City with equal attention to residential streets, commercial/industrial roads, rural roads, walking trails, and roads within City Parks.

**Justification**

A road condition survey has identified many roads which are in very poor condition, and staff receive many complaints about the condition of roads. Road upgrades improve public safety and reduce the operating budget used for road patches and pothole filling.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	3,400,000	3,750,000	4,000,000	4,250,000	4,500,000	19,900,000
Professional Services	100,000					100,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>3,500,000</b>	<b>3,750,000</b>	<b>4,000,000</b>	<b>4,250,000</b>	<b>4,500,000</b>	<b>20,000,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	3,500,000	3,750,000	4,000,000	4,250,000	4,500,000	20,000,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>3,500,000</b>	<b>3,750,000</b>	<b>4,000,000</b>	<b>4,250,000</b>	<b>4,500,000</b>	<b>20,000,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities	-	-	-	-	-	-
Maintenance						-
Annual Fees/Subs/Licencing	-	-	-	-	-	-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Shoreline Protection	Engineering

Project Manager (Title)	Start Date	End Date
Construction Manager	Spring 2023	Fall 2023

**Project Description**

Shoreline revetment and groyne construction along Lake Huron shoreline.

The City will continue to collaborate with the St. Clair Region Conservation Authority on their multi-year Disaster Mitigation and Adaptation Funding (DMAF) from the Federal Government. Municipal contribution is 60%, with DMAF contributing 40%.

**Justification**

Lake levels remain high and there is significant risk of erosion. Old shoreline protection is failing at an increasing rate. Upgrades to shoreline protection will create beaches for recreation, protect the shoreline from erosion, and protect municipal infrastructure and property near the shoreline.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	1,900,000	2,500,000	2,500,000	2,750,000	2,750,000	12,400,000
Professional Services	100,000					100,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,750,000</b>	<b>2,750,000</b>	<b>12,500,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	2,250,000	2,500,000	2,500,000	2,750,000	2,750,000	12,750,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>2,250,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,750,000</b>	<b>2,750,000</b>	<b>12,750,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities	-	-	-	-	-	-
Maintenance						-
Annual Fees/Subs/Licencing	-	-	-	-	-	-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Traffic Signals	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2023

**Project Description**

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

**Justification**

Existing traffic signal infrastructure is in poor condition. The risk of traffic signals going into flash mode is becoming more common. If not replaced, will result in minor traffic issues and increased maintenance fixes. Traffic signal maintenance costs increasing year-over-year due to the state of infrastructure.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	125,000	125,000	125,000	125,000	225,000	725,000
Professional Services	25,000	25,000	25,000	25,000	25,000	125,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>250,000</b>	<b>850,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	150,000	150,000	150,000	150,000	250,000	850,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>250,000</b>	<b>850,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Transportation Master Plan and Streetscape Improvements	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2023

### Project Description

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

### Justification

A lack of active and accessible transportation infrastructure has been identified. Improvements are needed to improve the safety level for active transportation users. Key infrastructure pieces are required to improve active transportation safety.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	175,000	275,000	275,000	300,000	300,000	1,325,000
Professional Services	25,000	25,000	25,000	50,000	50,000	175,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>200,000</b>	<b>300,000</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,500,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	300,000	300,000	300,000	350,000	350,000	1,600,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>350,000</b>	<b>350,000</b>	<b>1,600,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Traffic Signals & Accessibility Improvements - ICIP SAR-10	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2023

Project Description
<p>Upgrading signalized intersections for <i>Accessibility for Ontarians with Disabilities Act</i> (AODA) compliance by adding audible pedestrian signals.</p> <p>This project is funded in part by the Investing in Canada Infrastructure Program which is a cost shared infrastructure funding program between the Federal (40%) and Provincial (33.33%) governments and the ultimate recipient (26.67%).</p>

Justification
<p>The current infrastructure is in poor (unsafe) condition or is non-compliant with regulations. The deteriorating infrastructure poses a risk to members of the community, opening the city to legal liability. Efforts should be made on an annual basis to replace infrastructure and improve conditions.</p>

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	150,000	150,000	175,000	175,000		650,000
Professional Services	15,000	15,000	25,000	25,000		80,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>165,000</b>	<b>165,000</b>	<b>200,000</b>	<b>200,000</b>	-	<b>730,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	44,005	44,005	53,340	53,340		194,690
Grant	120,995	120,995	146,660	146,660		535,309
Donation						-
Other						-
<b>Total Funding</b>	<b>165,000</b>	<b>165,000</b>	<b>200,000</b>	<b>200,000</b>	-	<b>729,999</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Active Transportation – AFT	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Development and Transportation	January 2023	December 2023

### Project Description

Installation of multi-use trails, benches, and landscaping in accordance with the City’s applications to the federal governments Active Transportation Funding Grant program.

The current lack of active transportation infrastructure is a significant safety concern and taking advantage of funding availability to continue the City’s initiative towards improving our infrastructure will help in achieving our overall active transportation network targets.

Dedicated active transportation infrastructure will lead to a minor increase in the operating budget for maintenance. This project was included in the Infrastructure Canada – Active Transportation Fund grant application. If approved, the City of Sarnia must provide matching funds in accordance with the grant program.

### Justification

High safety risk due to current lack of active transportation infrastructure. Ranked as high priority in Transportation Master Plan.

There will be minor financial increase to operating costs.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	700,000	425,000				1,125,000
Professional Services	50,000	25,000				75,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>750,000</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	350,000	195,000				545,000
Grant	400,000	255,000				655,000
Donation						-
Other						-
<b>Total Funding</b>	<b>750,000</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance	5,000	2,000				7,000
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>5,000</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,000</b>

# 2023 Capital Project Request

Capital Project	Department
Former Michigan Avenue Landfill Remediation Project	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	December 2023

Project Description
<p>To complete the approved Ministry of Environment, Conservation and Parks (MECP) remediation plan that was developed after the 2020 investigation.</p> <p>Work may include the installation/ extension of containment systems and/or underground barriers, soil removal, the addition/ extension of active extraction systems, and the installation of monitoring/sentry wells.</p>

Justification
<p>Site investigations, engineering design, and consultation with the Ministry of Environment, Conservation and Parks (MECP) and St. Clair Region Conservation Authority (SCRCA).</p>

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	350,000	100,000	100,000	75,000	75,000	700,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>350,000</b>	<b>100,000</b>	<b>100,000</b>	<b>75,000</b>	<b>75,000</b>	<b>700,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	350,000	100,000	100,000	75,000	75,000	700,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>350,000</b>	<b>100,000</b>	<b>100,000</b>	<b>75,000</b>	<b>75,000</b>	<b>700,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Public Works Facility Improvements	Engineering & Operations

Project Manager (Title)	Start Date	End Date
Public Works Manager	Spring 2023	December 2023

**Project Description**

Renovation and expansion of the Public Works building is a multi-year project that must be completed in several phases over 10-years. An improved building lay-out and increased building space will lead to greater operational and internal managerial efficiencies. There is currently insufficient space for existing operating supplies and lack of space to create and store emergency supplies.

The Public Works building lacks adequate space for locker, change room, and washroom facilities for a changing workforce demographic. It is crucial to provide functional staff facilities including training, washroom, lunch, and break areas.

Several major components of the existing facility require significant end of life cycle replacement: HVAC, windows, and doors. The fuel pumps must be replaced in 2023 to remain compliant with the Technical Standards and Safety Authority (TSSA) along with required storm water protection.

Considerations will be implemented for Fleet lifecycle management improvements including equipment washing and storage.

**Justification**

With continued development, additional resources are required to maintain new infrastructure, subdivisions, and increasingly complex road network. The improvements as outlined in this plan will address the current and future operational needs.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	450,000	1,000,000	660,000	2,125,000	1,650,000	5,885,000
Professional Services	300,000					300,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>750,000</b>	<b>1,000,000</b>	<b>660,000</b>	<b>2,125,000</b>	<b>1,650,000</b>	<b>6,185,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	750,000	1,000,000	660,000	2,125,000	1,650,000	6,185,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>750,000</b>	<b>1,000,000</b>	<b>660,000</b>	<b>2,125,000</b>	<b>1,650,000</b>	<b>6,185,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 2023 Capital Project Request

Capital Project	Department
Bunker Gear Replacement	Fire

Project Manager (Title)	Start Date	End Date
Fire Chief	January 2023	December 2023

### Project Description

Bunker gear (or turnout gear) is the personal protective equipment (PPE) worn by personnel for structural firefighting.

The National Fire Protection Association standard for firefighter protective clothing, NFPA 1971 "Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting", 2018 edition, specify the minimum design, performance, safety, testing, and certification requirements for structural firefighting protective ensembles and ensemble elements that include coats, trousers, coveralls, helmets, gloves, footwear, and interface components.

### Justification

O.Reg. 480/10 requires firefighters to wear bunker gear that meets the NFPA design standards if the gear was manufactured on or after March 1, 2007. Ensembles and ensemble components are to be 10 years old or less. This includes spare or backup gear which is to be worn once the primary gear has been damaged or requires washing due to soiling or exposure to smoke.

Various ensemble sets and components are reaching the end of their life-cycle. Older bunker gear loses its protective properties, liners break down, and allows carcinogens to permeate through the barriers, increasing the risk of cancer. Firefighter injury found to be contributed by expired PPE puts the employer at fault under 25(2)(h) of the *Occupational Health and Safety Act* and subject to fines from the Ministry of Labour.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction						-
Professional Services						-
Machinery/Equipment						-
Other - PPE	144,326	148,655	153,115	157,708	162,440	766,244
<b>Total Expenditures</b>	<b>144,326</b>	<b>148,655</b>	<b>153,115</b>	<b>157,708</b>	<b>162,440</b>	<b>766,244</b>
<b>Funding</b>						-
Reserves/Reserve Funds	144,326	148,655	153,115	157,708	162,440	766,244
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>144,326</b>	<b>148,655</b>	<b>153,115</b>	<b>157,708</b>	<b>162,440</b>	<b>766,244</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Fire Station 3 - Construction	Fire

Project Manager (Title)	Start Date	End Date
Fire Chief	January 2023	December 2023

**Project Description**

Continuation of Fire Station 3 funding in 2023 as approved by Sarnia City Council February 28, 2022.

**Justification**

Fire Station 3 has operated out of its current location since the 1950's and was at end of operational life.

The first deliverable of the 2020 Fire Master Plan was to conduct a station location study. Station 3 was deemed to be in the proper location to service the city now and into the future. Available land behind the existing station allows the new station to be built while continuing normal operations from the same location. Primarily due to COVID-19 related issues, additional funding is required in 2023.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	3,167,765					3,167,765
Professional Services						-
Machinery/Equipment						-
Other - PPE						-
<b>Total Expenditures</b>	<b>3,167,765</b>	-	-	-	-	<b>3,167,765</b>
<b>Funding</b>						-
Reserves/Reserve Funds	1,067,765					1,067,765
Grant	2,100,000					2,100,000
Donation						-
Other						-
<b>Total Funding</b>	<b>3,167,765</b>	-	-	-	-	<b>3,167,765</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities	-					-
Maintenance	-					-
Annual Fees/Subs/Licencing	-					-
Other	-					-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Fire Station 1 - Emergency Generator	Fire

Project Manager (Title)	Start Date	End Date
Fire Chief	January 2023	December 2023

**Project Description**

Install a new emergency generator to replace the existing end of life and out of compliance generator.

**Justification**

To maintain critical systems in the event of power loss.

The current generator is not compliant with Technical Standards and Safety Authority (TSSA) standards. Temporary TSSA short term variance approval allows us to continue operation until a new generator is installed.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	70,000					70,000
Professional Services	13,831					13,831
Machinery/Equipment	166,169					166,169
Other						-
<b>Total Expenditures</b>	<b>250,000</b>	-	-	-	-	<b>250,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	250,000					250,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>250,000</b>	-	-	-	-	<b>250,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities	1,000					1,000
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>1,000</b>	-	-	-	-	<b>1,000</b>

# 2023 Capital Project Request

Capital Project	Department
Transit Bus Stop Improvements - ICIP SAR-05	Transit

Project Manager (Title)	Start Date	End Date
Transit Manager	July 2023	October 2023

**Project Description**

Replacement/Repair of existing bus shelters and any concrete work required to either extend or replace existing cement pads to accommodate solar shelters which are larger than the current shelters. The 2023 budget includes the purchase of 5 new shelters.

**Justification**

Many of the existing bus shelters are over 20-years old. The lighting in existing end-of-life shelters requires hydro and switching to solar shelters will eliminate electricity costs. The dimensions of the existing shelters are slightly smaller than the solar shelters; new concrete or extensions will be necessary to support green solar shelters. Additionally, concrete pads are required at bus stops to ensure they are accessible.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	213,666	213,666	146,119	119,721	50,000	743,172
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	213,666	213,666	146,119	119,721	50,000	743,172
<b>Funding</b>						-
Reserves/Reserve Funds	56,985	56,985	38,970	31,930	50,000	234,870
Grant	156,681	156,681	107,149	87,791		508,302
Donation						-
Other						-
<b>Total Funding</b>	213,666	213,666	146,119	119,721	50,000	743,172

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities	-	-	-	-	-	-
Maintenance	3,880	3,880	3,000	2,500	500	13,760
Annual Fees/Subs/Licencing	-	-	-	-	-	-
Other						-
<b>Total Operating Impact</b>	3,880	3,880	3,000	2,500	500	13,760

# 2023 Capital Project Request

Capital Project	Department
Maintenance Equipment Upgrades - ICIP SAR-02	Transit

Project Manager (Title)	Start Date	End Date
Transit Manager	July 2023	October 2023

Project Description
Replacement of existing fuel tanks and pumps.

Justification
The fuel tanks and pumps are nearing end of life and will require replacement.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	300,000				450,000	750,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>300,000</b>	-	-	-	<b>450,000</b>	<b>750,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	80,010				450,000	530,010
Grant	219,990					219,990
Donation						-
Other						-
<b>Total Funding</b>	<b>300,000</b>	-	-	-	<b>450,000</b>	<b>750,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities	-	-	-	-	-	-
Maintenance						-
Annual Fees/Subs/Licencing	-	-	-	-	-	-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Combined Sewer Separation	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Design and Infrastructure	Spring 2023	Fall 2023

### Project Description

Combined sewer separation project including replacing existing combined sewers with new dedicated sanitary and storm sewers. Existing watermain and road / sidewalk will also be replaced. 2023 projects include:

- East from Ontario St. to Confederation St.
- Palmerston St. from Campbell St. to Green St.
- Brock St. S. from Wellington St. to Talfourd St.
- Vidal St. S. from Talfourd St. to Devine St.
- Tecumseh St. from Christina St. S. to East end
- Rose St. from North end to South end
- Russell Street from Campbell St. to Green St.

### Justification

Sarnia has committed to separating the remaining combined sewer systems within the City. Sewer separation leads to a reduction in basement flooding and reduced environmental impact from sewer overflows. Federal Disaster Mitigation and Adaptation Funding has been approved for a list of combined sewer separation projects and must be completed by 2028. The federal grant contributes 40% and the City provides the remaining 60%.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
DMAF Sewer Separation	7,088,000	7,500,000	8,000,000	8,000,000	8,500,000	39,088,000
<b>Total Expenditures</b>	<b>7,088,000</b>	<b>7,500,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,500,000</b>	<b>39,088,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	5,080,400	4,671,862	8,000,000	8,000,000	8,500,000	34,252,262
Grant	2,735,600	2,828,138				5,563,738
Donation						-
Other						-
<b>Total Funding</b>	<b>7,816,000</b>	<b>7,500,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,500,000</b>	<b>39,816,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Plank Road Reconstruction	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Design and Infrastructure / Construction Manager	Spring 2023	Fall 2023

### Project Description

Plank Road reconstruction phases 2 will be completed in 2023. This consists of approximately 2.2km of the total Plank Road reconstruction project, including watermain replacement, located between Indian Rd. S. and Highway 40. Part of phase 2 was budgeted for last year (\$4.75M) with the remaining \$6.25M request being made this year to complete phases 2. Phase 3 will begin in 2024.

### Justification

In 2020, Investing in Canada Infrastructure Program (ICIP) funding was approved for the road reconstruction portion of Plank Road. Per the transfer payment agreement between ICIP and the City of Sarnia the project must be completed by 2026. Phase 1 consisted of approximately 800m of Plank Road and was completed in 2022.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	2,083,333	4,166,667				6,250,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>2,083,333</b>	<b>4,166,667</b>	-	-	-	<b>6,250,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	1,198,130	1,666,667				2,864,797
Grant	885,203	2,500,000				3,385,203
Donation						-
Other						-
<b>Total Funding</b>	<b>2,083,333</b>	<b>4,166,667</b>	-	-	-	<b>6,250,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Watermain Replacements	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Design and Infrastructure	Spring 2023	Fall 2023

Project Description
<p>Replacement of watermain in poor condition.</p> <p>2022 includes two projects:</p> <ul style="list-style-type: none"> <li>▪ Colborne Road watermain project from Guthrie Drive West to Errol Road West</li> <li>▪ Green Street watermain from Russel to Palmerston</li> </ul>

Justification
<p>Colborne Road watermain is a large diameter watermain that has experienced numerous breaks.</p> <p>Green Street watermain is over one hundred years old and undersized.</p>

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	3,210,000	2,500,000	2,500,000	2,500,000	2,500,000	13,210,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	3,210,000	2,500,000	2,500,000	2,500,000	2,500,000	13,210,000
<b>Funding</b>						-
Reserves/Reserve Funds	3,210,000	2,500,000	2,500,000	2,500,000	2,500,000	13,210,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	3,210,000	2,500,000	2,500,000	2,500,000	2,500,000	13,210,000

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-

# 2023 Capital Project Request

Capital Project	Department
Blackwell Glen Pathway Rehabilitation	Engineering

Project Manager (Title)	Start Date	End Date
Manager of Design and Infrastructure / Manager of Environmental Services	Spring 2023	Fall 2023

**Project Description**

Pathway rehabilitation to take place. Existing pathway is to be removed, replaced, and repaved as required. Grade of path is to be raised from existing conditions to provide additional cover over storm sewer by-pass and to promote better drainage off the path during wet weather. Appropriate sub drainage support to be installed around playground side of path to prevent ponding on this side due to proposed modifications.

**Justification**

Condition of the existing pathway sits level with existing surrounding ground. It has a higher elevation at both ends and a lower elevation at the center of the path, near the playground area, which is creating a dish-effect for water to pond in the low area. Overall condition is poor. Replacing and repaving the path, along with additional drainage support on playground side of the path is recommended for this path rehabilitation.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	180,000					180,000
Professional Services	20,000					20,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	200,000	-	-	-	-	200,000
<b>Funding</b>						-
Reserves/Reserve Funds	200,000					200,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	200,000	-	-	-	-	200,000

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Flood Mitigation	Engineering

Project Manager	Start Date	End Date
Manager of Design and Infrastructure	2023	Ongoing

**Project Description**

This capital budget sheet is a placeholder for capital projects related to flood mitigation. Staff are currently working on a study to review alternative solutions for the recent flooding that occurred. A separate report will be presented to council to outline alternative options to mitigate flooding risk once they are ready. Capital projects could range from upsizing pumping stations, building new stormwater management ponds, and upsizing existing sewers.

**Justification**

Properties throughout the city are at varying levels of risk for flooding. Significant infrastructure investments are required to mitigate the risk of flooding.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	700,000	2,000,000	2,000,000	2,000,000	2,000,000	8,700,000
Professional Services	300,000					300,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>1,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>9,000,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	1,000,000					1,000,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Bright's Grove Sewage Treatment Facility	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	December 2023

**Project Description**

The removal of the accumulated sludge in Cell #1 of the wastewater treatment facility in Bright's Grove.

**Justification**

The Bright's Grove Sewage Treatment Facility includes 3 aerated lagoon cells. Cell #1 of the aerated lagoon receives the raw sewage and the majority of the suspended solids settle in this cell. The liquid overflows into Cell #2 and continues through the downstream treatment process. Cell #1 was last cleaned in 1998 and the estimated amount of sludge currently in the cell is 22,600 cubic metres. The sludge has reached a depth of 1.5m in the vicinity of the inlet and an average depth of 400mm across the entire cell.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	200,000	1,000,000		2,000,000		3,200,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>200,000</b>	<b>1,000,000</b>	<b>-</b>	<b>2,000,000</b>	<b>-</b>	<b>3,200,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	200,000	1,000,000		2,000,000		3,200,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>200,000</b>	<b>1,000,000</b>	<b>-</b>	<b>2,000,000</b>	<b>-</b>	<b>3,200,000</b>

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Wastewater Pollution Control Centre - Biosolids Processing Upgrades	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	November 2023

Project Description
<p>Continuation of the capital improvements to the Biosolids treatment process that were initiated by the Phase 1 of the project in 2021. Phase 2 will provide a 3<sup>rd</sup> centrifuge to provide operational flexibility for sludge dewatering, a new sludge mixing system, replace worn conveyors and steel cladding, refurbish the odour control equipment, providing a new loading ramp and a control room.</p>

Justification
<p>The original Biosolids treatment system was commissioned in 2000 and many components are at the end of their engineered life.</p>

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	500,000					500,000
Professional Services						-
Machinery/Equipment	500,000	600,000	700,000	1,000,000	700,000	3,500,000
Other						-
<b>Total Expenditures</b>	<b>1,000,000</b>	<b>600,000</b>	<b>700,000</b>	<b>1,000,000</b>	<b>700,000</b>	<b>4,000,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	1,000,000	600,000	700,000	1,000,000	700,000	4,000,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>1,000,000</b>	<b>600,000</b>	<b>700,000</b>	<b>1,000,000</b>	<b>700,000</b>	<b>4,000,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Wastewater Pollution Control Centre - Blower Upgrade	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	July 2023

Project Description
Existing centrifugal blower to be changed out with a turbo blower to treat wastewater flows.

Justification
Further optimize energy savings when more than one blower is required. The current blowers are reaching their end-of-life expectancy, the two remaining units will be used as back up units to the new air supply package.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	250,000					250,000
Professional Services	50,000					50,000
Machinery/Equipment	200,000					200,000
Other						-
<b>Total Expenditures</b>	<b>500,000</b>	-	-	-	-	<b>500,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	500,000					500,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>500,000</b>	-	-	-	-	<b>500,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Wastewater Pollution Control Centre - Administration Building Improvements	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	On-going

Project Description
Improvements/rehabilitation/replacement of various components in the administration building, constructing a maintenance facility.

Justification
This is an annual capital program for improvements/rehabilitation of components in the administration building at the plant. Identified deficiencies requiring renovations to bring the site to current code and meet the requirements of the <i>Occupational Health and Safety Act</i> . The existing facilities do not meet the future requirements of a diverse workforce, having facilities in place to retain and invite/attract a more diverse workforce is a key step.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction		2,500,000	500,000	1,000,000	1,000,000	5,000,000
Professional Services	350,000	150,000				500,000
Machinery/Equipment	-	500,000				500,000
Other						-
<b>Total Expenditures</b>	<b>350,000</b>	<b>3,150,000</b>	<b>500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,000,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	350,000	3,150,000	500,000	1,000,000	1,000,000	6,000,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>350,000</b>	<b>3,150,000</b>	<b>500,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,000,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Wastewater Pump-Lift Station Improvements	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	December 2023

Project Description
Improvements/rehabilitation/replacement of various sanitary pump/lift station equipment/facilities throughout the City.

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

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	500,000	2,000,000	2,000,000	2,000,000	2,000,000	<b>8,500,000</b>
Professional Services		250,000	250,000	250,000	250,000	<b>1,000,000</b>
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>500,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>9,500,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	500,000	2,000,000	2,000,000	2,000,000	2,000,000	<b>8,500,000</b>
Grant		250,000	250,000	250,000	250,000	<b>1,000,000</b>
Donation						-
Other						-
<b>Total Funding</b>	<b>500,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>9,500,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2023 Capital Project Request

Capital Project	Department
Wastewater Pollution Control Centre - Ventilation Upgrades	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	December 2023

**Project Description**

Improvements/rehabilitation/replacement of various ventilation equipment at the plant. Many of the ventilation units have reached the end of their useful life and require either improvements, rehabilitation, or replacement.

**Justification**

Many of the ventilation units have reached the end of their useful life and require improvements/ rehabilitation, or replacement. If a ventilation unit fails, it may cause adverse effects to the structure of the buildings and or employee(s). Capital upgrades to ventilation units will reduce risk, maintenance, and utility costs.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	300,000					300,000
Professional Services	50,000					50,000
Machinery/Equipment	-					-
Other						-
<b>Total Expenditures</b>	<b>350,000</b>	-	-	-	-	<b>350,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	350,000					350,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>350,000</b>	-	-	-	-	<b>350,000</b>

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Wastewater Pollution Control Centre - Internal Roadway Upgrades	Environmental Services

Project Manager (Title)	Start Date	End Date
Manager, Environmental Services	January 2023	December 2023

**Project Description**

Road surfacing at the plant on St. Andrew Street is required to have a dedicated truck access road around the perimeter of the site.

A new gated entrance to St. Andrew Street will also be constructed for large trucks visiting the plant for deliveries, etc. The trucks will no longer travel under the pipe rack and thereby avoid the risk and concern for insufficient clearance of the overhead process piping.

The project will also involve roadway restrictions in the vicinity of the pipe rack to prohibit large trucks from travelling under the pipe rack, and to promote safe pedestrian traffic.

**Justification**

Two recent accidents involving vehicles colliding with the overhead pipe rack have confirmed the need to provide a dedicated, paved roadway around the perimeter of the plant to promote the safe ingress and egress of large vehicles without the need for plant staff providing directions.

Expenditure/Revenue Allocation						
	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	600,000					600,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	600,000	-	-	-	-	600,000
<b>Funding</b>						-
Reserves/Reserve Funds	600,000					600,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	600,000	-	-	-	-	600,000

Operating Impact						
	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Lead Reduction Program	Public Works

Project Manager (Title)	Start Date	End Date
PW Manager / PW Superintendent	April 2023	December 2027

**Project Description**

In 2019, the City of Sarnia launched the Lead Reduction Program. Based on the current drinking water quality standards, the City shall work to remove all the verified lead service lines that have lead concentration of 10 µg/liter and above.

The City will cover the full cost of replacing the lead service lines and coordinate the work with an independent contractor on behalf of the homeowners. This work will include the replacement of lead lines and limited restoration (maximum of \$500) such as seeding/sodding or filling gravel on asphalt/concreted driveways. The City will cover all the costs directly with the contractor. All additional restoration work is the onus of the homeowner.

**Justification**

It was found that only 191 (2%) out of 8,787 properties have verified lead water service lines. Approximately 280 service lines still require testing which should be completed by October 2022. Lead water services are a health concern as the lead can leach into the water.

Reliable safe drinking water is critical to the health and safety of Sarnia. Non-compliance of the lead levels in drinking water can lead to adverse health effects.

Failure to remove and reduce the lead levels in water services can result in fines from the Ministry of Environment, Conservation and Parks (MECP) if preventative, and/or corrective action is not taken.

**Expenditure/Revenue Allocation**

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	580,000					580,000
Professional Services						-
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	580,000	-	-	-	-	580,000
<b>Funding</b>						-
Reserves/Reserve Funds	580,000					580,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	580,000	-	-	-	-	580,000

**Operating Impact**

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Sarnia Sewer Upgrade	Engineering & Operations

Project Manager (Title)	Start Date	End Date
Manager, Operation Services	January 1, 2023	December 31, 2023

Project Description
Construction of the Indian Road Pumping Station.

Justification
Construction of the ~\$14M Indian Road Pumping Station is currently underway. The project has been impacted by cost escalation and delays due to supply chain challenges. The project is anticipated to be completed by spring 2023. Additional funds are required to complete the project.

### Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	700,000					700,000
Professional Services	300,000					300,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>1,000,000</b>	-	-	-	-	<b>1,000,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds	1,000,000					1,000,000
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>1,000,000</b>	-	-	-	-	<b>1,000,000</b>

### Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other						-
<b>Total Operating Impact</b>	-	-	-	-	-	-

# 2023 Capital Project Request

Capital Project	Department
Competitive Market Analysis – Business Parks	Economic Development

Project Manager (Title)	Start Date	End Date
Director of Economic Development	January 2023	December 2026

## Project Description

As part of the Growth Management Exercise the City initiated a Competitive Market Analysis for the Sarnia Research & Business Park and 402 Business Park.

The study provides greater insight into the opportunities and limitations with City-owned employment lands, evaluates the competitive nature and required investment for the City to become an employment land developer, and provides recommendations and a strategic plan for the City-owned lands. It suggests being investment-ready means having shovel-ready land/buildings available for purchase or lease, a strong online presence including an inventory of available lands, a flexible policy framework, and associated zoning to accommodate a broad range of investment interests, and access to the necessary physical infrastructure (broadband, roads, electricity, rail, etc.) to secure investment opportunities.

The following recommendations from the report require investment in order to position the City-owned business park lands competitively for future investment:

1. Development Patterns for both Business Parks - 2023
  - Business and Research Park - \$300,000; 402 Business Park - \$100,000
2. Economic Diversification Strategy - \$150,000 - 2024 Lead Generation and Investment Attraction (operating impact)
3. Transportation and Servicing Infrastructure for both Business Parks
  - \$750,000 Business Park Road in the 402 Business Park - 2024
  - \$4.5 million Construction of Business Park Road - 2024
  - \$6 million servicing upgrades in the Business and Research Park - 2025

The costing included reflects very high-level estimates. It is expected that actual costs to be incurred will exceed the estimates provided. The detailed designs to be completed as part of the plan and construction would refine the costs.

It is expected there will be an operational impact once the transportation and servicing infrastructure is installed in the business parks. The impact is expected to be on utilities, maintenance, and possibly other. This cost cannot be determined until the design is finalized and would be updated as part of future capital budget planning.

## Justification

The Competitive Market Analysis Report for the Sarnia Business and Research Park and 402 Business Park was received by Council at the March 2022 regular meeting and referred to the 2023 budget deliberation process for implementation.

## Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction		5,250,000	6,000,000			11,250,000
Professional Services	400,000	150,000				550,000
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	400,000	5,400,000	6,000,000	-	-	11,800,000
<b>Funding</b>						-
Reserves/Reserve Funds						-
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	-	-	-	-	-	-

## Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Lead Generation/Investment Attraction	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total Unfunded Operating Impact</b>	200,000	200,000	200,000	200,000	200,000	1,000,000

# 2023 Capital Project Request

Capital Project	Department
Waterfront Master Plan	City-Wide Initiative

Project Manager (Title)	Start Date	End Date
Waterfront Project Manager <i>(position to be created)</i>	January 2023	December 2038

## Project Description

The Economic Development Strategy completed in 2020, noted the Sarnia Waterfront as “a potentially major economic driver for the City” based on public consultation. In addition, stakeholder engagement conducted identified the need for an updated waterfront plan that is relevant to the current context of the City. Sarnia’s waterfront is a vital part of the City’s history, identity, and community and can play a large role in its economic future.

City Council received the newly completed Sarnia Downtown Waterfront Master Plan during the January 2022 regular meeting. The plan is a City-wide initiative that will touch on departments across the organization including Parks and Recreation, Operations and Engineering, Economic Development, and others. The implementation plan was referred to the 2023 budget deliberation process. The Master Plan is a \$55 million project spanning 7 districts along the municipally owned waterfront, over a 20-year period.

Construction expenses in 2023 include the design/construction of the Ferry Dock Hill Parkette, Naturalized Linear Park, Pedestrian Pathway, Lookouts in the Ferry Dock Landing district. It also includes construction related to the proposed Marina Modernization and Interim Activation and Programming within the Market District.

This capital project includes an associated impact to the operational budget. A professional, full-time Project Management employee would need to be added to the City’s staff complement to oversee the implementation of the Waterfront Master Plan.

Grants and subsidies, as well as fundraising opportunities, would be pursued by the Project Manager to try to offset costs expected to be incurred by the City, where possible. The costs outlined in the 10-year capital plan do not reflect any of these potential offsets, as no grants, subsidies, or contributions have been pursued at the time of this submission. The costing included reflects the projects funding required based on very high-level estimates completed by the consultants retained for this project. It is expected that actual costs to be incurred will exceed the estimates provided below. The detailed designs to be completed as part of the plan and construction would refine the costs.

## Justification

Waterfront Master Plan was received by Council at the January 2022 regular meeting and referred to 2023 budget deliberations for an implementation plan. Council directed the development of the plan through the 2021 budget deliberations process.

## Expenditure/Revenue Allocation

	2023	2024	2025	2026	2027	Total
<b>Expenditures</b>						-
Construction	702,400	100,000	1,988,500	3,215,500	14,054,200	20,060,600
Professional Services	245,000	638,300	807,500	2,092,100	290,500	4,073,400
Machinery/Equipment						-
Other						-
<b>Total Expenditures</b>	<b>947,400</b>	<b>738,300</b>	<b>2,796,000</b>	<b>5,307,600</b>	<b>14,344,700</b>	<b>24,134,000</b>
<b>Funding</b>						-
Reserves/Reserve Funds						-
Grant						-
Donation						-
Other						-
<b>Total Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Operating Impact

	2023	2024	2025	2026	2027	Total
Utilities						-
Maintenance						-
Annual Fees/Subs/Licencing						-
Other (Project Management FTE)	167,000	167,000	167,000	167,000	167,000	835,000
<b>Total Unfunded Operating Impact</b>	<b>167,000</b>	<b>167,000</b>	<b>167,000</b>	<b>167,000</b>	<b>167,000</b>	<b>835,000</b>

## RESERVE AND RESERVE FUND SUMMARY

### Obligatory (have external restrictions):

Reserve Name	#	Purpose
<b>Building Permit Revenue</b>	6035	Administered under the Building Code Act. This reserve is used to offset Building Department administration and enforcement costs.
<b>Development Charges (DCs)</b>	6015	Development charges are collected to fund future City projects required to support expansion of the current infrastructure associated with growth and development. All capital items must be identified in the Development Charge Background Study to be eligible. The Background Study and Development Charges by-law that set the rates are updated every five years – last updates completed in 2019 and 2021.
<b>Development Charges (DC's) B2</b> <b>Eliminated 2022</b>	6016	The Development Charges Act requires a minimum of two reserve accounts to separate the funds collected. The Background Study and Development Charges by-law that sets the rates are updated every five years –last updates completed in 2019 and 2021.
<b>Disaster Mitigation Adaptation Fund (DMAF)</b>	6060	\$10.4M in funding provided through the DMAF fund for a flooding & overflow mitigation project as per the approved agreement ending March 31, 2028.
<b>Canada Communities Building Fund (formerly Federal Gas Tax)</b>	6025	Canada Communities Building Fund is provided from the Federal Government as per an agreement with the Association of Municipalities of Ontario (AMO). Canada Communities Building Fund monies are to be used on Capital Projects defined in the agreement; the use of the funds must be reported to the AMO as well as outcomes from completed projects. Approved categories include road water and sewer, parks facilities, brownfields, etc.
<b>Federal Harbour</b>	6040	For the maintenance and operation of the Sarnia Harbour. Expenses must meet the eligibility requirements as per the divestiture agreement. Agreement is for a 15-year term ending March 27, 2028 with a possible five year extension.
<b>ICIP (Investing in Canada Plan)</b>	6055	For revenues and expenditures allocated as part of the Investing in Canada Infrastructure Program. Investment in infrastructure projects will be allocated based on four priority areas in Ontario: public transit; green infrastructure; community, culture & recreation infrastructure; rural and northern communities.
<b>OCIF (Ontario Community Infrastructure Fund)</b>	6045	The OCIF (Ontario Community Infrastructure Fund) builds on the work municipalities have undertaken to prioritize their core infrastructure needs through comprehensive asset management planning. The objective is to transition to full formula-based funding over time as critical projects are addressed and asset management plans are in place and used to guide infrastructure planning and investment decisions.
<b>Ontario Municipal Commuter Cycling</b>	6050	The Ontario Municipal Commuter Cycling Grant was provided from the Province of Ontario to be used on Capital Projects as defined in the agreement, with the City funding a minimum 20 per cent of the eligible costs of each eligible project. Projects must be primarily for and increase commuter cycling. Agreement ended March 31, 2021.
<b>Other Senior Government Grants</b> <b>New 2023</b>	6065	For revenues and expenditures as part of short term or other senior government grants i.e., Streamline Development Application Fund
<b>Parkland Dedication</b>	6005	Established under the Planning Act to provide funds for City parks improvements and other recreation purposes.

Reserve Name	#	Purpose
<b>Provincial Gas Tax</b>	6020	Provincial Gas Tax is provided from the Provincial Government as per an agreement with the AMO. Provincial Gas Tax monies are to be used on Capital Projects for the Transit Department, as well as supplementing Transit operating costs defined in the agreement.

**Non-Obligatory:**

Reserve Name	#	Purpose
<b>911 Equipment</b>	6520	Ensure funds are available for the future replacement of essential 911 equipment. Funded from Sarnia Police Services budget.
<b>Airport</b>	6265	To fund the operation and maintenance of the Chris Hadfield Airport.
<b>Airport Operator</b>	6375	To provide operational support to the operator of the Chris Hadfield Airport. Council approved to maintain subsidy for three years ending in 2025.
<b>Bluewater Gymnastics</b>	6340	To provide for major repairs and replacement for the Bluewater Gymnastics Building located at Lottie Neely Park.
<b>Business Park</b>	6300	To fund costs related to the development of industrial business parks.
<b>Canatara Park Projects</b>	6370	Funds donated to the City from the Estate of Edna Pocock for the purpose of capital projects and/or maintenance for Canatara Park.
<b>Capital Infrastructure – Transit</b>	6614	Provide funding for transit building repairs, upgrades, and future replacement, as well as conventional bus replacement.
<b>Capital Infrastructure</b>	6615	Provide funding for infrastructure rehabilitation and replacement.
<b>Capital Infrastructure - Sewer</b>	6616	Provide funding for sewer infrastructure rehabilitation and replacement. Infrastructure included in this area are the City's pump stations, the Water Pollution Control Centre, all City storm and sanitary sewer mains and forcemains.
<b>Capital Infrastructure - Water</b>	6617	Provide funding for water infrastructure rehabilitation and replacement. Infrastructure included in this area are all City water meters, watermain valves and watermains.
<b>Care-A-Van - Vehicle</b>	6470	Funds to replace and maintain Care-A-Van vehicles.
<b>Community Improvement Plan Reserve</b> <b>New 2023</b>	6385	To fund and maintain the CIP program approved by Council.
<b>Development Contingency</b>	6350	Fund the municipal portion of development services.
<b>Election Expenses</b>	6400	To fund costs of Municipal Elections.
<b>Elm-High-Ex-Wood Park</b>	6250	Monies collected by the Elm-High-Ex-Wood homeowners association to build a passive park.
<b>Facade Improvement Loan</b>	6230	It is understood by Finance that this reserve is to offset any unforeseen issues with the Facade Loan program.
<b>Internal Borrowing Reserve</b>	6900	To fund internal borrowing between reserves when borrowing is done against the total Reserve and Discretionary Reserve Fund balance rather than against a specific reserve.
<b>Legacy Fund</b>	6270	To accumulate funds for a major municipal expenditure that would benefit the citizens of the community. The disbursement should be as broad as possible so as not to favour any one group or organization.
<b>Municipal Drain Rehabilitation</b>	6619	Provide funds for the City's portion of reactive maintenance on the City's drain network.

<b>Reserve Name</b>	<b>#</b>	<b>Purpose</b>
<b>Operating Contingency</b>	6581	To offset unforeseen and unexpected general levy expenses.
<b>Organic Waste Program Transition</b> <b>New 2023</b>	6655	Council approved to direct savings from transition of the municipal recycling program to a reserve to fund the future organic waste program.
<b>Perch Creek Harbour</b>	6305	Operation and maintenance of the Perch Creek Harbour (funds received from Fisheries & Oceans Canada (F&O) upon divestiture of this harbour).
<b>Police Building</b>	6515	Provide funds for major building repairs and future replacement costs.
<b>Police Equipment</b>	6595	Used for the replacement of Police cruisers and other capital equipment items.
<b>Police Operating Contingency</b>	6565	To offset extraordinary and unforeseen expenditures related to Police expenses.
<b>Sarnia Harbour</b>	6365	For maintenance and operation of the Sarnia Harbour. All ineligible expenses from 6040 Federal Harbour (Obligatory/Externally Restricted Reserve) are paid through this reserve.
<b>Seaway Kiwanis Campus</b>	6635	To fund maintenance and future replacements within the Kiwanis Campus.
<b>Self Insurance</b>	6225	Deductibles on insurance claims against the City are funded from this reserve.
<b>Sewer Rates Stabilization</b>	6590	Used to offset unforeseen and unexpected sewer expenses impacting sewer rates.
<b>Strangway Centre Endowment</b>	6240	This was set up through a bequest. Annual interest earned is transferred into the Strangway budget to help maintain reasonable membership rates.
<b>Suncor Agora Capital</b>	6650	To fund capital and amenity improvements within the park space defined as the Outdoor Stage & Gathering Area at Centennial Park. Funds were received from Naming Rights agreement ending in 2029.
<b>Tax Stabilization</b>	6580	To offset extraordinary and unforeseen general levy expenses, including property tax assessment appeals.
<b>Tax Stabilization – Transit</b>	6585	To offset extraordinary and unforeseen transit levy expenses, including property tax assessment appeals.
<b>Tourism Infrastructure Reserve</b>	6380	To fund tourism infrastructure projects from the funds received from MAT tax revenues.
<b>Water Rates Stabilization</b>	6450	To offset extraordinary and unforeseen water expenses impacting water rates.
<b>WSIB Self Insurance</b>	6220	The City of Sarnia is a WSIB schedule two employer. This requires any WSIB claims processed during the year to be paid out of this reserve.
<b>YMCA</b>	6235	Earnings on City established endowment fund of \$600,000 to be paid to YMCA.
<b>Works Equipment</b>	6525	Ensure funds are available for the future replacement of the majority of the City's rolling stock. This includes vehicles from Winter Maintenance, Water & Sewer Maintenance, Parks & Recreation, and Roads Maintenance

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>6005 Parkland Dedication Reserve Fund</b>	Opening Balance	Opening Balance	403,752	423,752	293,752	148,752	168,752	188,752	208,752	228,752	248,752	268,752
	Projected Revenue	Levies - Cash in Lieu of Parkland	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Proposed	Neighbourhood Parks		(150,000)	(165,000)							
<b>6005 Parkland Dedication Reserve Fund Total</b>			<b>423,752</b>	<b>293,752</b>	<b>148,752</b>	<b>168,752</b>	<b>188,752</b>	<b>208,752</b>	<b>228,752</b>	<b>248,752</b>	<b>268,752</b>	<b>288,752</b>
<b>6015 Development Charges</b>	Opening Balance	Opening Balance	6,812,370	4,875,754	5,366,555	5,857,356	6,348,157	6,838,958	7,329,759	7,820,560	8,311,361	9,219,913
	Projected Revenue	Development Charge Levies	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
	Proposed	Rapids Pkwy Extension	(2,427,417)									
		Reserve Transfer - To 6900 Internal Borrowing Reserve (2020 10 Yr Loan Repayment)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(824,250)	(406,499)	
		Reserve Transfer - To 6900 Internal Borrowing Reserve (2021 10 Yr Loan Repayment)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	(384,949)	
<b>6015 Development Charges Total</b>			<b>4,875,754</b>	<b>5,366,555</b>	<b>5,857,356</b>	<b>6,348,157</b>	<b>6,838,958</b>	<b>7,329,759</b>	<b>7,820,560</b>	<b>8,311,361</b>	<b>9,219,913</b>	<b>10,919,913</b>
<b>6020 Provincial Gas Tax</b>	Opening Balance	Opening Balance	2,153,457	2,325,984	649,072	412,894	183,756	9,759	189,271	368,783	548,295	227,807
	Projected Revenue	Provincial Gas Tax	1,042,723	1,042,723	1,042,723	1,042,723	1,042,723	1,042,723	1,042,723	1,042,723	1,042,723	1,042,723
	Proposed	Fleet Expansion & Replacement		(746,760)	(426,720)	(426,720)	(426,720)					
		Terminal Upgrades		(102,679)								
		Transfer to Operating 3140 Transit Revenue	(693,211)	(693,211)	(693,211)	(693,211)	(620,000)	(693,211)	(693,211)	(693,211)	(693,211)	(693,211)
		Transfer to Operating 3195 Care-A-Van Revenue	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
		Transit Bus Stop Improvements	(56,985)	(56,985)	(38,970)	(31,930)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
		Transit Facility Upgrades		(1,000,000)								
		Transit Maintenance Equipment Upgrades & Replacements									(500,000)	
<b>6020 Provincial Gas Tax Total</b>			<b>2,325,984</b>	<b>649,072</b>	<b>412,894</b>	<b>183,756</b>	<b>9,759</b>	<b>189,271</b>	<b>368,783</b>	<b>548,295</b>	<b>227,807</b>	<b>407,319</b>
<b>6025 Canada Community Building Fund</b>	Opening Balance	Opening Balance	126,288	27,566	298,181	568,796	839,410	1,110,025	1,380,640	1,651,254	121,869	392,484
	Projected Revenue	Canada Community Building Fund	2,270,615	2,270,615	2,270,615	2,270,615	2,270,615	2,270,615	2,270,615	2,270,615	2,270,615	2,270,615
	Proposed	Bridges & Culverts		(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
		Fire Station 3 Demolition, Design & Construction	(2,369,337)									
		Fleet Expansion & Replacement								(1,800,000)		
<b>6025 Canada Community Building Fund Total</b>			<b>27,566</b>	<b>298,181</b>	<b>568,796</b>	<b>839,410</b>	<b>1,110,025</b>	<b>1,380,640</b>	<b>1,651,254</b>	<b>121,869</b>	<b>392,484</b>	<b>663,098</b>
<b>6035 Building Permit Revenue</b>	Opening Balance	Opening Balance	1,070,633	941,629	812,625	683,621	554,617	425,613	296,609	167,605	38,601	0
	Proposed	Transfer to Operating 5020 Building	(129,004)	(129,004)	(129,004)	(129,004)	(129,004)	(129,004)	(129,004)	(129,004)	(38,601)	-
<b>6035 Building Permit Revenue Total</b>			<b>941,629</b>	<b>812,625</b>	<b>683,621</b>	<b>554,617</b>	<b>425,613</b>	<b>296,609</b>	<b>167,605</b>	<b>38,601</b>	<b>0</b>	<b>0</b>
<b>6040 Federal Harbour Reserve Fund</b>	Opening Balance	Opening Balance	108,210	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	
	Proposed	Transfer to Operating 2066 Sarnia Harbour	(108,210)									
<b>6040 Federal Harbour Reserve Fund Total</b>			<b>(0)</b>									

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>6045 OCIF</b>	Opening Balance	Opening Balance	909,123	909,361	435,006	1,330,244	3,276,123	5,222,002	5,222,002	5,222,002	5,222,002	5,222,002	
	Projected Revenue	OCIF Funding	4,895,238	4,895,238	4,895,238	4,895,238	4,895,238	2,949,359	2,949,359	2,949,359	2,949,359	2,949,359	
	Proposed	Bridges & Culverts	(950,000)										
		Plank Road	(445,000)	(1,619,593)									
	Road Rehabilitation	(3,500,000)	(3,750,000)	(4,000,000)	(2,949,359)	(2,949,359)	(2,949,359)	(2,949,359)	(2,949,359)	(2,949,359)	(2,949,359)	(2,949,359)	
<b>6045 OCIF Total</b>			<b>909,361</b>	<b>435,006</b>	<b>1,330,244</b>	<b>3,276,123</b>	<b>5,222,002</b>	<b>5,222,002</b>	<b>5,222,002</b>	<b>5,222,002</b>	<b>5,222,002</b>	<b>5,222,002</b>	
<b>6050 Ontario Municipal Commuter Cycling</b>	Opening Balance	Opening Balance	0	0	0	0	0	0	0	0	0	0	
<b>6050 Ontario Municipal Commuter Cycling Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>6055 ICIP - Investing in Canada Infrastructure Program</b>	Opening Balance	Opening Balance	1	1	1	1	1	1	1	1	1	1	
	Projected Revenue	ICIP Grant - Active Transportation Projects	172,326	73,330									
		ICIP Grant - Fleet Expansion & Replacement - Conventional Bus		2,053,240	1,173,280	1,173,280	1,173,280						
		ICIP Grant - Plank Road Reconstruction	440,203	880,407									
		ICIP Grant - Terminal Upgrades		282,321									
		ICIP Grant - Transit Bus Stop Improvements	156,681	156,681	107,149	87,791							
		ICIP Grant - Transit Facility Upgrades	-	-									
		ICIP Grant - Transit Maintenance Equipment Upgrades & Replacements	219,990										
		ICIP Grant - Transit Signal Priority & Accessibility	120,995	120,995	146,660	146,660							
	Proposed	Active Transportation Projects (ICIP Grant)	(172,326)	(73,330)									
		Fleet Expansion & Replacement (ICIP Grant)		(2,053,240)	(1,173,280)	(1,173,280)	(1,173,280)						
		Plank Road Reconstruction (ICIP Grant)	(440,203)	(880,407)									
		Terminal Upgrades (ICIP Grant)		(282,321)									
		Traffic Signals & Accessibility Improvements (ICIP Grant)	(120,995)	(120,995)	(146,660)	(146,660)							
Transit Bus Stop Improvements (ICIP Grant)		(156,681)	(156,681)	(107,149)	(87,791)								
	Transit Facility Upgrades (ICIP Grant)		-	-									
	Transit Maintenance Equipment Upgrades & Replacements (ICIP Grant)	(219,990)											
<b>6055 ICIP - Investing in Canada Infrastructure Program Total</b>			<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>6060 Disaster Mitigation Fund</b>	Opening Balance	Opening Balance	-	-	-	-	-	-	-	-	-	-	
	Projected Revenue	Disaster Mitigation Funding - Sewer Separation	2,735,600	2,625,000	2,800,000	2,800,000	2,975,000	2,975,000	3,150,000	3,150,000	3,325,000	3,325,000	
	Proposed	Sewer Separation (Disaster Mitigation Funding)	(2,735,600)	(2,625,000)	(2,800,000)	(2,800,000)	(2,975,000)	(2,975,000)	(3,150,000)	(3,150,000)	(3,325,000)	(3,325,000)	
<b>6060 Disaster Mitigation Fund Total</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>6065 Other Senior Government Grants</b>	Opening Balance	Opening Balance	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	
	Projected Revenue	AFT Grant	400,000										
	Proposed	AFT - Active Transportation (AFT Grant)	(400,000)										
<b>6065 Other Senior Government Grants Total</b>			<b>3,575</b>										
<b>6220 WSIB Self Insurance</b>	Opening Balance	Opening Balance	3,449,042	1,999,042	1,999,042	1,999,042	1,999,042	1,999,042	1,999,042	1,999,042	1,999,042	1,999,042	
	Projected Revenue	Transfer from Operating - Payroll - WSIB	1,919,260	1,919,260	1,919,260	1,919,260	1,919,260	1,919,260	1,919,260	1,919,260	1,919,260	1,919,260	
	Proposed	Transfer to 2490 Corporate Municipal - One Time 2023 WSIB Claims Estimate	(1,450,000)	(1,919,260)	(1,919,260)	(1,919,260)	(1,919,260)	(1,919,260)	(1,919,260)	(1,919,260)	(1,919,260)	(1,919,260)	
<b>6220 WSIB Self Insurance Total</b>			<b>1,999,042</b>	<b>-</b>									
<b>6225 Self-Insurance Reserve</b>	Opening Balance	Opening Balance	2,375,255	2,413,472	2,451,689	2,489,906	2,528,123	2,566,340	2,604,557	2,642,774	2,680,991	2,719,208	
	Projected Revenue	Transfer from Operating 2490 Corporate Municipal	486,593	486,593	486,593	486,593	486,593	486,593	486,593	486,593	486,593	486,593	486,593
		Transfer from Operating 3100 Transit Transportation	47,286	47,286	47,286	47,286	47,286	47,286	47,286	47,286	47,286	47,286	47,286
		Transfer from Operating 3510 Sewer Admin	21,142	21,142	21,142	21,142	21,142	21,142	21,142	21,142	21,142	21,142	21,142
		Transfer from Operating 3705 Water Distribution	8,196	8,196	8,196	8,196	8,196	8,196	8,196	8,196	8,196	8,196	8,196
	Proposed	Self Insurance Claims Payments	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	(525,000)	
<b>6225 Self-Insurance Reserve Total</b>			<b>2,413,472</b>	<b>2,451,689</b>	<b>2,489,906</b>	<b>2,528,123</b>	<b>2,566,340</b>	<b>2,604,557</b>	<b>2,642,774</b>	<b>2,680,991</b>	<b>2,719,208</b>	<b>2,757,425</b>	
<b>6230 Façade Improvement Loan</b>	Opening Balance	Opening Balance	25,313	25,313	25,313	25,313	25,313	25,313	25,313	25,313	25,313	25,313	
	<b>6230 Façade Improvement Loan Total</b>			<b>25,313</b>									
<b>6235 YMCA Reserve</b>	Opening Balance	Opening Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	
	Projected Revenue	Investment Interest	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
	Proposed	YMCA Payments	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	
<b>6235 YMCA Reserve Total</b>			<b>600,000</b>										
<b>6240 Strangway Centre Endowment</b>	Opening Balance	Opening Balance	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	151,378	
	Projected Revenue	Investment Interest	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
	Proposed	Annual Interest Payment Strangway	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	
<b>6240 Strangway Centre Endowment Total</b>			<b>151,378</b>										
<b>6250 Elm-High-Ex-Wood Park</b>	Opening Balance	Opening Balance	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	5,083	
	<b>6250 Elm-High-Ex-Wood Park Total</b>			<b>5,083</b>									
<b>6265 Airport</b>	Opening Balance	Opening Balance	33,988	20,988	20,988	20,988	20,988	20,988	20,988	20,988	20,988	20,988	
	Proposed	Airport Hangar - Insurance & Utilities	(13,000)										
<b>6265 Airport Total</b>			<b>20,988</b>										
<b>6270 Legacy Fund</b>	Opening Balance	Opening Balance	48,120	45,720	43,320	40,920	38,520	36,120	33,720	31,320	28,920	26,520	
	Proposed	Transfer to Operating 4601 Recreation Programs - Kids Funfest	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	
<b>6270 Legacy Fund Total</b>			<b>45,720</b>	<b>43,320</b>	<b>40,920</b>	<b>38,520</b>	<b>36,120</b>	<b>33,720</b>	<b>31,320</b>	<b>28,920</b>	<b>26,520</b>	<b>24,120</b>	

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>6300 Business Park</b>	Opening Balance	Opening Balance	539,748	528,181	516,614	505,048	493,481	481,914	470,348	458,781	447,214	435,648
	Projected Revenue	Lease Revenue	8,433	8,433	8,433	8,433	8,433	8,433	8,433	8,433	8,433	8,433
	Proposed	Lawn Maintenance	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>6300 Business Park Total</b>			<b>528,181</b>	<b>516,614</b>	<b>505,048</b>	<b>493,481</b>	<b>481,914</b>	<b>470,348</b>	<b>458,781</b>	<b>447,214</b>	<b>435,648</b>	<b>424,081</b>
<b>6305 Perch Creek Harbour</b>	Opening Balance	Opening Balance	139,343	139,343	139,343	139,343	139,343	139,343	139,343	139,343	139,343	139,343
<b>6305 Perch Creek Harbour Total</b>			<b>139,343</b>									
<b>6340 Bluewater Gymnastics</b>	Opening Balance	Opening Balance	173,739	175,247	197,027	220,691	244,356	268,020	291,685	315,349	339,013	362,678
	Projected Revenue	Lease Revenue	23,664	23,664	23,664	23,664	23,664	23,664	23,664	23,664	23,664	23,664
	Proposed	Principal Loan Repayment (Bluewater Gymnastics Building)	(22,156)	(1,885)								
<b>6340 Bluewater Gymnastics Total</b>			<b>175,247</b>	<b>197,027</b>	<b>220,691</b>	<b>244,356</b>	<b>268,020</b>	<b>291,685</b>	<b>315,349</b>	<b>339,013</b>	<b>362,678</b>	<b>386,342</b>
<b>6350 Development Contingency</b>	Opening Balance	Opening Balance	45,572	45,572	45,572	45,572	45,572	45,572	45,572	45,572	45,572	45,572
<b>6350 Development Contingency Total</b>			<b>45,572</b>									
<b>6365 Sarnia Harbour</b>	Opening Balance	Opening Balance	3,375,703	3,357,124	3,688,545	1,019,966	1,351,387	1,682,808	2,014,229	2,345,650	2,677,071	3,008,492
	Projected Revenue	Transfer from Operating 2066 Sarnia Harbour	331,421	331,421	331,421	331,421	331,421	331,421	331,421	331,421	331,421	331,421
	Proposed	Harbour Dredging (Placeholder) Harbour Strategic Plan	(350,000)		(3,000,000)							
<b>6365 Sarnia Harbour Total</b>			<b>3,357,124</b>	<b>3,688,545</b>	<b>1,019,966</b>	<b>1,351,387</b>	<b>1,682,808</b>	<b>2,014,229</b>	<b>2,345,650</b>	<b>2,677,071</b>	<b>3,008,492</b>	<b>3,339,913</b>
<b>6370 Canatara Park Projects</b>	Opening Balance	Opening Balance	112,716	112,716	112,716	112,716	112,716	112,716	112,716	112,716	112,716	112,716
<b>6370 Canatara Park Projects Total</b>			<b>112,716</b>									
<b>6375 Airport Operator</b>	Opening Balance	Opening Balance	149,993	149,993	149,993	149,993	149,993	149,993	149,993	149,993	149,993	149,993
	Projected Revenue	Transfer from 6615 Capital Infrastructure - Airport Operator Liquidity Support	400,000	400,000	400,000							
	Proposed	Airport Operator Liquidity Support	(400,000)	(400,000)	(400,000)							
<b>6375 Airport Operator Total</b>			<b>149,993</b>									
<b>6380 Tourism Infrastructure Reserve Fund</b>	Opening Balance	Opening Balance	200,227	295,977	391,727	487,477	583,227	678,977	774,727	870,477	966,227	1,061,977
	Projected Revenue	ORMHA - MAT TAX revenue	97,000	97,000	97,000	97,000	97,000	97,000	97,000	97,000	97,000	97,000
	Proposed	Ontario Restaurant Hotel and Motel Association	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)
<b>6380 Tourism Infrastructure Reserve Fund Total</b>			<b>295,977</b>	<b>391,727</b>	<b>487,477</b>	<b>583,227</b>	<b>678,977</b>	<b>774,727</b>	<b>870,477</b>	<b>966,227</b>	<b>1,061,977</b>	<b>1,157,727</b>
<b>6385 Community Improvement Plan</b>	Opening Balance	Opening Balance	-	-	-	-	-	-	-	-	-	-
	Projected Revenue	Transfer from Operating - 2490 Corporate Municipal	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
	Proposed	Annual CIP Initiatives	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
<b>6385 Community Improvement Plan Total</b>			<b>-</b>									

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>6400 Election Expenses</b>	Opening Balance	Opening Balance	-	151,170	302,340	453,510	-	151,170	302,340	453,510	-	151,170
	Projected Revenue	Transfer from Operating 2100 Elections	151,170	151,170	151,170	151,170	151,170	151,170	151,170	151,170	151,170	151,170
	Proposed	Transfer to Operating 2100 Elections				(604,680)				(604,680)		
<b>6400 Election Expenses Total</b>			<b>151,170</b>	<b>302,340</b>	<b>453,510</b>	<b>-</b>	<b>151,170</b>	<b>302,340</b>	<b>453,510</b>	<b>-</b>	<b>151,170</b>	<b>302,340</b>
<b>6450 Water Rates Stabilization</b>												
	Opening Balance	Opening Balance	2,740,489	2,740,489	2,740,489	2,740,489	2,740,489	2,740,489	2,740,489	2,740,489	2,740,489	2,740,489
<b>6450 Water Rates Stabilization Total</b>			<b>2,740,489</b>									
<b>6470 Care-A-Van - Vehicle</b>	Opening Balance	Opening Balance	63,360	81,066	98,773	116,479	134,185	151,892	169,598	187,304	205,011	222,717
	Projected Revenue	Retired Debt	17,706	17,706	17,706	17,706	17,706	17,706	17,706	17,706	17,706	17,706
<b>6470 Care-A-Van - Vehicle Total</b>			<b>81,066</b>	<b>98,773</b>	<b>116,479</b>	<b>134,185</b>	<b>151,892</b>	<b>169,598</b>	<b>187,304</b>	<b>205,011</b>	<b>222,717</b>	<b>240,423</b>
<b>6515 Police Building</b>	Opening Balance	Opening Balance	171,814	1,814	431,814	861,814	1,291,814	1,721,814	2,201,814	2,681,814	3,161,814	3,641,814
	Projected Revenue	Transfer from Operating 2625 Police - Station	550,000	550,000	550,000	550,000	550,000	600,000	600,000	600,000	600,000	600,000
	Proposed	Building Upgrades Furnishings	(700,000) (20,000)	(100,000) (20,000)								
<b>6515 Police Building Total</b>			<b>1,814</b>	<b>431,814</b>	<b>861,814</b>	<b>1,291,814</b>	<b>1,721,814</b>	<b>2,201,814</b>	<b>2,681,814</b>	<b>3,161,814</b>	<b>3,641,814</b>	<b>4,121,814</b>
<b>6520 911 Equipment</b>	Opening Balance	Opening Balance	121,386	104,086	506,786	599,486	942,186	1,344,886	1,712,586	2,055,286	2,457,986	2,860,686
	Projected Revenue	Lease Revenue	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
		Transfer from Operating 2610 Police - Communications	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	Proposed	Upgrade Radio Comm. System (est'd 2035) Upgrades Next Generation 911			(310,000)	(60,000)		(35,000)	(60,000)			(2,240,000)
<b>6520 911 Equipment Total</b>			<b>104,086</b>	<b>506,786</b>	<b>599,486</b>	<b>942,186</b>	<b>1,344,886</b>	<b>1,712,586</b>	<b>2,055,286</b>	<b>2,457,986</b>	<b>2,860,686</b>	<b>1,023,386</b>
<b>6525 Works Equipment</b>	Opening Balance	Opening Balance	1,757,719	1,843,351	1,868,983	1,894,615	1,920,247	1,945,879	1,971,511	1,997,143	2,022,775	2,048,407
	Projected Revenue	Transfer from Operating 2022 IT - Vehicle Contribution	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800
		Transfer from Operating 2052 Property - Vehicle Contribution	36,200	36,200	36,200	36,200	36,200	36,200	36,200	36,200	36,200	36,200
		Transfer from Operating 2780 Emergency Management - Vehicle Contribution	60,615	60,615	60,615	60,615	60,615	60,615	60,615	60,615	60,615	60,615
		Transfer from Operating 3005 PW Admin - Vehicle Contribution	22,200	22,200	22,200	22,200	22,200	22,200	22,200	22,200	22,200	22,200
		Transfer from Operating 3008 Road Maintenance Rural - Vehicle Contribution	378,212	378,212	378,212	378,212	378,212	378,212	378,212	378,212	378,212	378,212
		Transfer from Operating 3009 Street Maintenance Concrete - Vehicle Contribution	123,900	123,900	123,900	123,900	123,900	123,900	123,900	123,900	123,900	123,900
		Transfer from Operating 3010 Street Maintenance Urban - Vehicle Contribution	364,700	364,700	364,700	364,700	364,700	364,700	364,700	364,700	364,700	364,700
		Transfer from Operating 3011 Street Maintenance Winter - Vehicle Contribution	445,500	445,500	445,500	445,500	445,500	445,500	445,500	445,500	445,500	445,500
		Transfer from Operating 3015 Work Centre - Vehicle Contribution	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300	118,300
		Transfer from Operating 3034 Engineering Traffic - Vehicle Contribution	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
6525 Works Equipment	Projected Revenue	Transfer from Operating 3035 Engineering Development - Vehicle Contribution	26,035	26,035	26,035	26,035	26,035	26,035	26,035	26,035	26,035	26,035	
		Transfer from Operating 3036 Engineering Construction - Vehicle Contribution	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
		Transfer from Operating 3040 Municipal Drains - Vehicle Contribution	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600	8,600
		Transfer from Operating 3500 Sanitary Sewer Maintenance - Vehicle Contribution	387,218	387,218	387,218	387,218	387,218	387,218	387,218	387,218	387,218	387,218	387,218
		Transfer from Operating 3501 Pump Station Maintenance - Vehicle Contribution	102,184	102,184	102,184	102,184	102,184	102,184	102,184	102,184	102,184	102,184	102,184
		Transfer from Operating 3505 WPCCC - Vehicle Contribution	103,248	43,248	43,248	43,248	43,248	43,248	43,248	43,248	43,248	43,248	43,248
		Transfer from Operating 3506 BG Lagoons - Vehicle Contribution	10,918	10,918	10,918	10,918	10,918	10,918	10,918	10,918	10,918	10,918	10,918
		Transfer from Operating 3507 Bio-Solids - Vehicle Contribution	28,514	28,514	28,514	28,514	28,514	28,514	28,514	28,514	28,514	28,514	28,514
		Transfer from Operating 3705 Water Distribution - Vehicle Contribution	343,864	343,864	343,864	343,864	343,864	343,864	343,864	343,864	343,864	343,864	343,864
		Transfer from Operating 3706 Lead Reduction - Vehicle Contribution	9,540	9,540	9,540	9,540	9,540	9,540	9,540	9,540	9,540	9,540	9,540
		Transfer from Operating 3880 Garbage Recycling - Vehicle Contribution	35,300	35,300	35,300	35,300	35,300	35,300	35,300	35,300	35,300	35,300	35,300
		Transfer from Operating 3885 Compost - Vehicle Contribution	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
		Transfer from Operating 4510 General Park Maintenance - Vehicle Contribution	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400	696,400
		Transfer from Operating 4511 Sports Field Maintenance - Vehicle Contribution	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
		Transfer from Operating 4515 Greenhouse - Vehicle Contribution	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
		Transfer from Operating 4551 Arboriculture - Vehicle Contribution	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600	379,600
		Transfer from Operating 4700 Arenas Admin - Vehicle Contribution	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600	26,600
		Transfer from Operating 4705 Sarnia Arena - Vehicle Contribution	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500
		Transfer from Operating 4708 Clearwater Arena - Vehicle Contribution	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
		Transfer from Operating 4710 PASA - Vehicle Contribution	72,400	72,400	72,400	72,400	72,400	72,400	72,400	72,400	72,400	72,400	72,400
Transfer from Operating 5020 Building Department - Vehicle Contribution	25,546	25,546	25,546	25,546	25,546	25,546	25,546	25,546	25,546	25,546	25,546		
Transfer from Operating 5035 By-Law Enforcement - Vehicle Contribution	53,314	53,314	53,314	53,314	53,314	53,314	53,314	53,314	53,314	53,314	53,314		

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>6525 Works Equipment</b>	Proposed	Equipment (Fleet) Replacement	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	
		Transfer to Operating 3005 PW Admin	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
		Transfer to Operating 3015 Work Centre	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)	(624,457)
		Transfer to Operating 3020 Equipment Maintenance	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)	(1,425,419)
<b>6525 Works Equipment Total</b>			<b>1,843,351</b>	<b>1,868,983</b>	<b>1,894,615</b>	<b>1,920,247</b>	<b>1,945,879</b>	<b>1,971,511</b>	<b>1,997,143</b>	<b>2,022,775</b>	<b>2,048,407</b>	<b>2,074,039</b>	
<b>6565 Police Operating Contingency</b>	Opening Balance	Opening Balance	554,084	554,084	554,084	554,084	554,084	554,084	554,084	554,084	554,084	554,084	
<b>6565 Police Operating Contingency Total</b>			<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	<b>554,084</b>	
<b>6580 Tax Stabilization</b>	Opening Balance	Opening Balance	2,278,090	878,090	878,090	878,090	878,090	878,090	878,090	878,090	878,090	878,090	
	Projected Revenue	Transfer from Operating 1000 Taxation City	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	
	Proposed	Tax Appeals	(2,000,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	
<b>6580 Tax Stabilization Total</b>			<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	<b>878,090</b>	
<b>6581 Operating Contingency</b>	Opening Balance	Opening Balance	8,521,498	5,831,549	6,081,549	6,331,549	6,581,549	6,831,549	7,081,549	7,331,549	7,581,549	7,831,549	
	Projected Revenue	Transfer from Operating 2490 Corp Municipal	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	
	Expenditure	Transfer to Operating 2490 Corporate Municipal - One Time 2023	(2,939,949)										
<b>6581 Operating Contingency Total</b>			<b>5,831,549</b>	<b>6,081,549</b>	<b>6,331,549</b>	<b>6,581,549</b>	<b>6,831,549</b>	<b>7,081,549</b>	<b>7,331,549</b>	<b>7,581,549</b>	<b>7,831,549</b>	<b>8,081,549</b>	
<b>6585 Tax Stabilization - Transit</b>	Opening Balance	Opening Balance	458,969	358,969	358,969	358,969	358,969	358,969	358,969	358,969	358,969	358,969	
	Projected Revenue	Transfer from Operating 1055 Taxation Transit Area	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
	Proposed	Tax Appeals	(130,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	
<b>6585 Tax Stabilization - Transit Total</b>			<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	<b>358,969</b>	
<b>6590 Sewer Rates Stabilization</b>	Opening Balance	Opening Balance	1,371,452	1,371,452	1,371,452	1,371,452	1,371,452	1,371,452	1,371,452	1,371,452	1,371,452	1,371,452	
<b>6590 Sewer Rates Stabilization Total</b>			<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	<b>1,371,452</b>	
<b>6595 Police Equipment</b>	Opening Balance	Opening Balance	241,504	(1,070,696)	(394,896)	155,904	931,704	1,772,004	2,669,804	3,195,604	4,001,404	4,988,204	
	Projected Revenue	Sale of Vehicles	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
		Transfer from Operating 2625 Police - Station	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
	Proposed	Police Equipment	(50,000)	(50,000)	(300,000)				(50,000)	(100,000)			
		Police Technology	(66,200)	(89,200)	(64,200)	(3,200)	(14,700)	(17,200)	(103,200)	(9,200)	(3,200)	(3,200)	
		Police Technology - 2023 (Capital)	(2,000,000)										
		Systems & Software	(371,000)	(275,000)	(175,000)	(311,000)	(235,000)	(175,000)	(411,000)	(175,000)	(100,000)	(100,000)	
	Vehicle (Fleet) Replacement - Police	(365,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)		
<b>6595 Police Equipment Total</b>			<b>(1,070,696)</b>	<b>(394,896)</b>	<b>155,904</b>	<b>931,704</b>	<b>1,772,004</b>	<b>2,669,804</b>	<b>3,195,604</b>	<b>4,001,404</b>	<b>4,988,204</b>	<b>5,975,004</b>	

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>6614 Capital Infrastructure - Transit</b>	Opening Balance	Opening Balance	191,142	216,398	41,664	566,930	1,892,196	2,267,462	992,728	1,217,994	1,843,260	868,526	
	Projected Revenue	Retired Debt	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783	198,783
		Transfer from Operating 1055 Taxation - Transit Area - Asset Management	166,483	466,483	766,483	1,066,483	1,066,483	1,066,483	1,366,483	1,366,483	1,366,483	1,366,483	1,366,483
		Transfer from Operating 3120 Transit Premises	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
		Transfer from Operating 3170 Care-A-Van	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
		Proposed	Engineering Facilities	(320,000)									
	Fleet Expansion & Replacement								(2,100,000)	(1,400,000)	(1,000,000)	(1,600,000)	(1,600,000)
	Transit Facility Upgrades			(900,000)	(500,000)		(500,000)	(500,000)				(1,000,000)	
	Transit Maintenance Equipment Upgrades & Replacements		(80,010)				(450,000)						
	<b>6614 Capital Infrastructure - Transit Total</b>			<b>216,398</b>	<b>41,664</b>	<b>566,930</b>	<b>1,892,196</b>	<b>2,267,462</b>	<b>992,728</b>	<b>1,217,994</b>	<b>1,843,260</b>	<b>868,526</b>	<b>893,792</b>
<b>6615 Capital Infrastructure</b>	Opening Balance	Opening Balance	2,638,348	2,932,642	3,150,543	2,365,903	692,695	122,679	253,029	1,187,705	748,877	482,640	
	Projected Revenue	Fire Marque Cost Recovery Program	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
		Internal Debt - Principle and Interest 5500 - 05780/05781	14,516										
		National Trade Corridor Grant - Oversize Load Corridor - 2023	930,584										
		Retired Debt	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510	4,986,510
		Sting Surcharge Revenue	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
		SWODF - Oversize Load Corridor	420,000	240,000									
		Transfer from Operating 1200 Ontario Grants Unconditional - OMPF	256,133	256,133	256,133	256,133	256,133	256,133	256,133	256,133	256,133	256,133	256,133
		Transfer from Operating 1350 Other Revenue - Interest Allocation	1,095,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
		Transfer from Operating 1350 Other Revenue - Slot Revenue	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
		Transfer from Operating 2490 Corp Municipal	2,612,454	4,129,923	4,129,923	4,129,923	4,129,923	4,129,923	4,129,923	4,129,923	4,129,923	4,129,923	4,204,923
		Transfer from Operating 2490 Corp Municipal - Asset Management	2,971,504	2,971,504	2,971,504	4,471,504	2,971,504	2,971,504	2,971,504	2,971,504	2,971,504	2,971,504	2,971,504
		Transfer from Operating 3125 Transit Admin	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805	47,805
		Transfer from Operating 3510 Sewer Admin	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345	90,345
	Transfer from Operating 3705 Water Distribution	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	57,595	
	Proposed	Active Transportation Projects	(162,674)	(26,670)									
		AFT - Active Transportation	(350,000)	(195,000)									
AFT - Active Transportation (AFT Grant)			(255,000)										
Airport Operator Liquidity Support - transfer to 6375		(400,000)	(400,000)	(400,000)									
Asset Management - P&R Assessments & Planning		(300,000)											
Bunker Gear	(144,326)	(148,655)	(153,115)	(157,708)	(162,440)	(245,408)	(172,332)	(177,502)	(182,827)	(188,312)			
Canatara Park		(225,000)											
Canatara Park Masterplan	(100,000)												

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
<b>6615 Capital Infrastructure</b>	Proposed	City Hall Building Improvements		(200,000)	(300,000)									
		Clearwater Arena Improvements		(400,000)	(300,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(700,000)	
		Community Services Facilities			(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	
		Defibrillators	(35,000)											
		Electronic Documents & Records Management System		(100,000)										
		Engineering Facilities	(16,666)											
		Equipment (Fleet) Replacement - Fire		(50,000)	(135,000)	(75,000)	(55,000)	(165,000)	(110,000)	(170,000)	(135,000)	(75,000)		
		Fire Station 3 Demolition, Design & Construction	(798,428)											
		Fire Truck Replacement		(900,000)		(1,500,000)	(2,000,000)	(1,500,000)		(1,500,000)		(1,500,000)	(1,500,000)	
		Former Michigan Landfill Remedial Measures	(350,000)	(100,000)	(100,000)	(75,000)	(75,000)		(75,000)		(75,000)		(75,000)	
		Germain Park		(1,250,000)	(1,500,000)	(1,250,000)								
		Harry Turnball Park	(150,000)											
		Hose & Nozzles	(30,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	
		Hot Box (Asphalt Application)	(45,000)											
		Infrastructure Reserve Request		(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	
		IT Hardware Asset Lifecycle	(264,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	(288,000)	
		Marine Vessel Replacement		(480,000)										
		Multi-Use Facility Location Assessment	(150,000)											
		Norm Perry Park Re-Investment Plan	(100,000)											
		Oversized Load Corridor	(922,029)											
		Oversized Load Corridor (NTC Funding)	(930,584)											
		Oversized Load Corridor (SWODF Funding)	(420,000)	(240,000)										
		PASA Improvements	(1,595,000)	(635,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	
		Pat Stapleton Arena	(100,000)	(150,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Plank Road	(364,797)											
		Playground Equipment	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	
		Property Valuations		(115,000)										
		Public Works Facilities	(250,000)	(333,334)	(220,000)	(708,334)	(550,000)	(66,666)	(666,666)	(550,000)	(258,334)	(116,667)		
		Rapids Pkwy Extension	(672,583)											
		Risk, Security and Health and Safety Site Reviews		(20,000)										
		Road Rehabilitation					(1,300,641)	(1,550,641)	(1,550,641)	(1,550,641)	(1,550,641)	(1,550,641)	(1,550,641)	(1,550,641)
		Sarnia Library Improvements	(250,000)	(125,000)										
		Sewer Separation	(762,060)	(731,250)	(780,000)	(780,000)	(828,750)	(828,750)	(877,500)	(877,500)	(926,250)	(926,250)	(926,250)	
		Shoreline Protection	(2,000,000)	(2,500,000)	(2,500,000)	(2,750,000)	(2,750,000)	(2,750,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	
Station 1 Emergency Generator	(250,000)													
Station 5 Renovation			(975,000)											
Station Paving			(570,000)											
Stormwater Management Facilities		(250,000)	(250,000)	(50,000)	(50,000)	(250,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)			

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>6615 Capital Infrastructure</b>	Proposed	Strangway Community Centre	(200,000)	(1,250,000)	(1,500,000)	(1,250,000)							
		Streetlight Replacement		(200,000)	(200,000)	(200,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
		Tecumseh Park/Cox Youth Centre Improvements	(550,000)	(750,000)	(200,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
		Traffic Signals	(150,000)	(150,000)	(150,000)	(150,000)	(250,000)	(275,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
		Traffic Signals & Accessibility Improvements	(44,005)	(44,005)	(53,340)	(53,340)							
		Training & Storage Facility				(825,000)							
		Transfer to Operating 2052 Property Maintenance (2023 One Time)	(90,000)										
		Transfer to Operating 4708 Clearwater Arena (2023 One Time)	(200,000)										
		Transfer to Operating 4710 PASA (2023 One Time)	(16,000)										
		Transportation Master Plan & Streetscape Improvements	(200,000)	(300,000)	(300,000)	(350,000)	(350,000)	(350,000)	(375,000)	(375,000)	(400,000)	(400,000)	(400,000)
		Warning Sirens Replacement	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)						
		Watermain Replacement			-	-	-	-	-	-	-	-	-
<b>6615 Capital Infrastructure Total</b>			<b>2,932,642</b>	<b>3,150,543</b>	<b>2,365,903</b>	<b>692,695</b>	<b>122,679</b>	<b>253,029</b>	<b>1,187,705</b>	<b>748,877</b>	<b>482,640</b>	<b>2,362,585</b>	
<b>6616 Capital Infrastructure - Sewer</b>	Opening Balance	Opening Balance	3,054,965	2,897,873	567,355	1,585,170	(635,348)	(642,533)	1,283,615	2,564,763	3,112,578	4,057,060	
	Projected Revenue	Retired Debt	2,659,511	2,659,511	2,659,511	2,659,511	2,659,511	2,659,511	2,659,511	2,659,511	2,659,511	2,659,511	
		Transfer from Operating 3500 Sanitary Sewer Maintenance	5,267,452	4,767,452	4,767,452	4,767,452	4,767,452	4,767,452	4,767,452	4,767,452	4,767,452	4,767,452	
		Transfer from Operating 3500 Sanitary Sewer Maintenance - Asset Management	1,543,205	2,043,205	2,043,205	2,043,205	2,043,205	2,043,205	2,043,205	2,043,205	2,043,205	2,043,205	
		Transfer from Operating 3600 Storm Sewer Maintenance	187,081	187,081	187,081	187,081	187,081	187,081	187,081	187,081	187,081	187,081	
		Transfer from Operating 3600 Storm Sewer Maintenance - Asset Management	50,566	50,566	50,566	50,566	50,566	50,566	50,566	50,566	50,566	50,566	
	Proposed	Blackwell Glen Pathway Rehabilitation	(200,000)										
		Bright's Grove Sewage Treatment Facility	(200,000)	(1,000,000)		(2,000,000)						(400,000)	
		Council Approved - Removal of Biosolids (Sale of Lagoon)	(500,000)										
		Engineering Facilities	(16,667)										
		Flood Mitigation	(1,000,000)										
		Flood Review/Risk Prioritization Study	(250,000)										
		Public Works Facilities	(250,000)	(333,333)	(220,000)	(708,333)	(550,000)	(66,667)	(666,667)	(550,000)	(258,333)	(116,667)	
		Sarnia Sewer Upgrade Project	(1,000,000)										
		Sewer Reserve Request		(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
		Sewer Separation	(3,048,240)	(2,925,000)	(3,120,000)	(3,120,000)	(3,315,000)	(3,315,000)	(3,510,000)	(3,510,000)	(3,705,000)	(3,705,000)	(3,705,000)
		Stormwater Management Facilities		(250,000)	(250,000)	(50,000)	(50,000)	(250,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
		Stormwater Rate Development	(100,000)										
		Wastewater Pump - Lift Station Improvements	(500,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)	(2,250,000)
		WPCC - Internal Road Paving	(600,000)										

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>6616 Capital Infrastructure - Sewer</b>	Proposed	WPCC - Ventilation Upgrades	(350,000)										
		WPCC Biosolids Processing Upgrades	(1,000,000)	(600,000)	(700,000)	(1,000,000)	(700,000)						
		WPCC Blower Upgrade	(500,000)										
		WPCC Process Improvements		(1,330,000)	(1,450,000)	(1,600,000)	(1,650,000)	(1,700,000)	(1,750,000)	(1,800,000)	(1,900,000)	(1,900,000)	
		WPCC St. Andrews Street - Admin Building Upgrades	(350,000)	(3,150,000)	(500,000)	(1,000,000)	(1,000,000)			(800,000)		(500,000)	
<b>6616 Capital Infrastructure - Sewer Total</b>			<b>2,897,873</b>	<b>567,355</b>	<b>1,585,170</b>	<b>(635,348)</b>	<b>(642,533)</b>	<b>1,283,615</b>	<b>2,564,763</b>	<b>3,112,578</b>	<b>4,057,060</b>	<b>5,043,208</b>	
<b>6617 Capital Infrastructure - Water</b>	Opening Balance	Opening Balance	3,770,201	3,143,294	2,707,737	3,970,930	4,745,790	5,597,733	6,933,009	7,587,035	8,357,728	9,338,838	
	Projected Revenue	Transfer from Operating 3705 Water Distribution	4,434,015	4,434,015	4,434,015	4,434,015	4,434,015	4,434,015	4,434,015	4,434,015	4,434,015	4,434,015	
		Transfer from Operating 3705 Water Distribution - Asset Management	1,099,178	1,099,178	1,099,178	1,099,178	1,099,178	1,099,178	1,099,178	1,099,178	1,099,178	1,099,178	
	Proposed	Engineering Facilities	(16,667)										
		Lead Reduction	(580,000)										
		Plank Road	(833,333)	(1,666,667)									
		Public Works Facilities	(250,000)	(333,333)	(220,000)	(708,333)	(550,000)	(66,667)	(666,667)	(550,000)	(258,333)	(116,667)	
		Sewer Separation	(1,270,100)	(1,218,750)	(1,300,000)	(1,300,000)	(1,381,250)	(1,381,250)	(1,462,500)	(1,462,500)	(1,543,750)	(1,543,750)	
		Water meter Replacement Project		(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	
		Water Reserve Request		(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
Watermain Replacement	(3,210,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)			
<b>6617 Capital Infrastructure - Water Total</b>			<b>3,143,294</b>	<b>2,707,737</b>	<b>3,970,930</b>	<b>4,745,790</b>	<b>5,597,733</b>	<b>6,933,009</b>	<b>7,587,035</b>	<b>8,357,728</b>	<b>9,338,838</b>	<b>10,611,614</b>	
<b>6619 Municipal Drain Rehabilitation</b>	Opening Balance	Opening Balance	274,451	374,451	474,451	574,451	674,451	774,451	874,451	974,451	1,074,451	1,174,451	
	Projected Revenue	Transfer from Operating 3040 Municipal Drains	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
	Proposed	Annual Drainage Expenditures	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	
<b>6619 Municipal Drain Rehabilitation Total</b>			<b>374,451</b>	<b>474,451</b>	<b>574,451</b>	<b>674,451</b>	<b>774,451</b>	<b>874,451</b>	<b>974,451</b>	<b>1,074,451</b>	<b>1,174,451</b>	<b>1,274,451</b>	
<b>6635 Seaway Kiwanis Campus</b>	Opening Balance	Opening Balance	43,214	48,214	53,214	58,214	63,214	68,214	73,214	78,214	83,214	88,214	
	Projected Revenue	Rental Revenue	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
<b>6635 Seaway Kiwanis Campus Total</b>			<b>48,214</b>	<b>53,214</b>	<b>58,214</b>	<b>63,214</b>	<b>68,214</b>	<b>73,214</b>	<b>78,214</b>	<b>83,214</b>	<b>88,214</b>	<b>93,214</b>	
<b>6650 Suncor Agora Capital</b>	Opening Balance	Opening Balance	218,617	218,617	218,617	168,617	168,617	168,617	168,617	138,617	108,617	108,617	
	Proposed	Suncor Agora Upgrades & Improvements			(50,000)				(30,000)	(30,000)			
<b>6650 Suncor Agora Capital Total</b>			<b>218,617</b>	<b>218,617</b>	<b>168,617</b>	<b>168,617</b>	<b>168,617</b>	<b>168,617</b>	<b>138,617</b>	<b>108,617</b>	<b>108,617</b>	<b>108,617</b>	
<b>6655 Organic Waste Program Transition</b>	Opening Balance	Opening Balance	-	450,000	900,000	1,350,000	1,800,000	2,250,000	2,700,000	3,150,000	3,600,000	4,050,000	
	Projected Revenue	Transfer from Operating 3880 Recycling & Compost Collection	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	
<b>6655 Organic Waste Program Transition Total</b>			<b>450,000</b>	<b>900,000</b>	<b>1,350,000</b>	<b>1,800,000</b>	<b>2,250,000</b>	<b>2,700,000</b>	<b>3,150,000</b>	<b>3,600,000</b>	<b>4,050,000</b>	<b>4,500,000</b>	

**2023 DRAFT 10-YEAR RESERVES PLAN**

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>6900 Internal Borrowing Reserve</b>	Opening Balance	Opening Balance	(10,058,543)	(8,849,344)	(7,640,145)	(6,430,946)	(5,221,747)	(4,012,548)	(2,803,349)	(1,594,150)	(384,951)	
	Projected Revenue	Reserve Transfer - From 6015 Development Charges (2020 10 Yr Loan Payback)	824,250	824,250	824,250	824,250	824,250	824,250	824,250	824,250	824,250	
		Reserve Transfer - From 6015 Development Charges (2021 10 Yr Loan Payback)	384,949	384,949	384,949	384,949	384,949	384,949	384,949	384,949	384,949	384,949
<b>6900 Internal Borrowing Reserve Total</b>			<b>(8,849,344)</b>	<b>(7,640,145)</b>	<b>(6,430,946)</b>	<b>(5,221,747)</b>	<b>(4,012,548)</b>	<b>(2,803,349)</b>	<b>(1,594,150)</b>	<b>(384,951)</b>	<b>(2)</b>	
<b>Grand Total</b>			<b>33,850,339</b>	<b>33,668,984</b>	<b>37,544,382</b>	<b>41,747,548</b>	<b>49,178,643</b>	<b>56,556,899</b>	<b>64,486,232</b>	<b>68,760,715</b>	<b>74,014,457</b>	<b>79,453,773</b>

Reserve	Type	Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
<b>9999 Unfunded Projects</b>	Projected Revenue	ACAP - Chris Hadfield Airport Masterplan Implementation								8,659,000				
	Proposed	Asset Management - Facility Improvements		(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Asset Management - Road Rehabilitation		(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Asset Management - Watermain, Sanitary and Storm Sewer Replacements			(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Bright's Grove Library			(2,666,667)	(2,666,667)	(2,666,666)							
		Canatara Park				(2,000,000)	(2,000,000)	(2,000,000)						
		Competitive Market Analysis - Business Parks	(600,000)	(5,600,000)	(6,200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	
		Electric Transit Fleet			(3,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	
		Flood Mitigation			(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	
		Multi Use Recreational Facility			(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)	(7,000,000)					
		Norm Perry Park						(2,500,000)	(2,500,000)	(2,500,000)				
		Sarnia Chris Hadfield Airport Masterplan Implementation						(473,000)	(1,434,000)	(925,000)	(287,000)	(1,064,000)	(1,383,000)	(75,000)
		Sarnia Chris Hadfield Airport Masterplan Implementation - ACAP										(8,659,000)		
		Waterfront Masterplan Implementation	(947,400)	(738,300)	(2,796,000)	(5,307,600)	(14,344,700)	(1,311,200)	(8,941,200)	(3,788,100)	(6,555,300)	(1,476,000)		
Police TBD														
<b>9999 Unfunded Projects Total</b>			<b>(1,547,400)</b>	<b>(24,004,967)</b>	<b>(24,662,667)</b>	<b>(23,647,266)</b>	<b>(33,478,700)</b>	<b>(19,936,200)</b>	<b>(17,928,200)</b>	<b>(11,052,100)</b>	<b>(14,138,300)</b>	<b>(7,751,000)</b>		
<b>Grand Total</b>			<b>(1,547,400)</b>	<b>(24,004,967)</b>	<b>(24,662,667)</b>	<b>(23,647,266)</b>	<b>(33,478,700)</b>	<b>(19,936,200)</b>	<b>(17,928,200)</b>	<b>(11,052,100)</b>	<b>(14,138,300)</b>	<b>(7,751,000)</b>		
<b>Net - Reserves Including Unfunded Projects</b>			<b>32,302,939</b>	<b>9,664,017</b>	<b>12,881,715</b>	<b>18,100,282</b>	<b>15,699,943</b>	<b>36,620,699</b>	<b>46,558,032</b>	<b>57,708,615</b>	<b>59,876,157</b>	<b>71,702,773</b>		

**2023 DEDICATED RESERVE AND RESERVE FUND REVENUE AND EXPENDITURES**

*	#	Reserve	Description	Reserve Revenue	Reserve Expense
<b>Revenues Directly to Reserves</b>					
	6005	Parkland Dedication Reserve Fund	Cash in Lieu of Parkland Levies (est)	20,000	
	6015	Development Charges	Development Charge Levies (est)	1,700,000	
	6020	Provincial Gas Tax	Provincial Gas Tax	1,042,723	
	6025	Federal Gas Tax	Canada Community Building Fund	2,270,615	
	6045	OCIF	OCIF Funding	4,895,238	
	6055	ICIP - Investing in Canada Infrastructure Fund	ICIP Funding	1,110,195	
	6060	Disaster Mitigation Fund	Disaster Mitigation Funding	2,735,600	
	6065	Other Senior Government Grants	AFT Grant	400,000	
	6235	YMCA Reserve	Investment Interest (est)	12,000	
	6240	Strangway Centre Endowment	Investment Interest (est)	2,000	
	6300	Business Park	Rental Income	8,433	
	6340	Bluewater Gymnastics	Lease Payment	23,664	
	6380	Tourism Infrastructure Reserve	MAT Tax (est)	97,000	
	6520	911 Equipment	Lease Payment	2,700	
	6595	Police Equipment	Sale of Vehicles (est)	40,000	
	6615	Capital Infrastructure Reserve	Sting Surcharge Revenue (est)	130,000	
	6615	Capital Infrastructure Reserve	National Trade Corridor Fund Grant - OLC	930,584	
	6615	Capital Infrastructure Reserve	Southwestern Ontario Development Fund Grant - OLC	420,000	
	6615	Capital Infrastructure Reserve	Fire Marque Cost Recovery Program (est)	5,000	
	6635	Seaway Kiwanis Campus	Rental Revenue (est)	5,000	
				<b>Total Reserve Revenue:</b>	<b><u>15,850,752</u></b>
<b>Expenditures Directly from Reserves</b>					
*	6220	WSIB Self Insurance	Claims Payments (est)		(1,919,260)
*	6225	Self-Insurance Reserve	Claims Payments (est)		(525,000)
*	6235	YMCA Reserve	YMCA Payment (est)		(12,000)
*	6240	Strangway Centre Endowment	Annual Interest Payment Strangway (est)		(2,000)
	6265	Airport	Hangar Operating Costs		(13,000)
*	6300	Business Park	Lawn Maintenance		(20,000)
*	6340	Bluewater Gymnastics	Principal Loan Repayment		(22,156)
	6365	Sarnia Harbour	Harbour Strategic Plan		(350,000)
*	6375	Airport Operator	Council Approved - Airport Liquidity Support		(400,000)
*	6380	Tourism Infrastructure Reserve	ORMHA Fees		(1,250)
*	6385	Community Improvement Plan	Annual CIP Program		(75,000)
>	6515	Police Building	Building Upgrades		(100,000)
>	6515	Police Building	Furnishings		(20,000)
>	6520	911 Equipment	Next Generation 911		(60,000)
	6525	Works Equipment	Equipment (Fleet) Replacement		(1,850,000)
*	6580	Tax Stabilization	Tax Appeals		(2,000,000)
*	6585	Tax Stabilization - Transit	Tax Appeals		(130,000)
>	6595	Police Equipment	Equipment (Fleet) Replacement - Police		(365,000)
>	6595	Police Equipment	Police Equipment		(50,000)
>	6595	Police Equipment	Police Technology		(66,200)
>	6595	Police Equipment	Systems & Softwares		(371,000)
	6615	Capital Infrastructure	Hoses & Nozzles		(30,000)
	6615	Capital Infrastructure	Warning Siren Replacement		(60,000)
	6615	Capital Infrastructure	Defibrillators		(35,000)
	6615	Capital Infrastructure	Hot Box (Asphalt Equipment)		(45,000)
	6615	Capital Infrastructure	Norm Perry Park Re-Investment Plan		(100,000)
	6615	Capital Infrastructure	Multi-Use Facility Location Assessment		(150,000)
	6615	Capital Infrastructure	Asset Management - P&R Assessments & Planning		(300,000)
	6615	Capital Infrastructure	Canatara Park Masterplan		(100,000)
	6616	Capital Infrastructure - Sewer	Council Approved - Removal of Biosolids (Sale of Lagoon)		(500,000)
	6616	Capital Infrastructure - Sewer	Flood Review/Risk Prioritization Study		(250,000)
	6616	Capital Infrastructure - Sewer	Stormwater Rate Development		(100,000)
*	6619	Municipal Drain Rehabilitation	Annual Expenditures		(100,000)
				<b>Total Direct from Reserves Revenue and Expense:</b>	<b><u>15,850,752</u>    <u>(10,121,866)</u></b>
<b>Transfers to Operating from Reserves - to fund major maintenance</b>					
	6615	Capital Infrastructure	Transfer to Operating 2052 Property Maintenance (2023 One Time)		(90,000)
	6615	Capital Infrastructure	Transfer to Operating 4708 Clearwater Arena (2023 One Time)		(200,000)
	6615	Capital Infrastructure	Transfer to Operating 4710 PASA (2023 One Time)		(16,000)
				<b>Total Reserves transfer to operating - major maintenance:</b>	<b><u>(306,000)</u></b>
				<b>Total Reserve Expense:</b>	<b><u>(10,427,866)</u></b>

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

> Police direct from reserves as per prior year budget received

**2023 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Project Type	Description	Forecasted Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2023
<b>6005 Parkland Dedication Reserve Fund</b>	Opening Balance	Opening Balance	403,752			403,752
	Developer Levies	Levies - Cash in Lieu of Parkland		20,000		20,000
	<b>6005 Parkland Dedication Reserve Fund Total</b>			<b>403,752</b>	<b>20,000</b>	
<b>6015 Development Charges</b>	Opening Balance	Opening Balance	6,812,370			6,812,370
	Reserve Transfer	Reserve Transfer - To 6900 Internal Borrowing Reserve (2020 10 Yr Loan Repayment)			(824,250)	(824,250)
		Reserve Transfer - To 6900 Internal Borrowing Reserve (2021 10 Yr Loan Repayment)			(384,949)	(384,949)
	Capital Projects	Rapids Pkway Extension			(2,427,417)	(2,427,417)
	Developer Levies	Development Charge Levies		1,700,000		1,700,000
<b>6015 Development Charges Total</b>			<b>6,812,370</b>	<b>1,700,000</b>	<b>(3,636,616)</b>	<b>4,875,754</b>
<b>6020 Provincial Gas Tax</b>	Opening Balance	Opening Balance	2,153,457			2,153,457
	Senior Government Grants	Provincial Gas Tax		1,042,723		1,042,723
	Operating Transfer	Transfer to Operating 3140 Transit Revenue			(693,211)	(693,211)
		Transfer to Operating 3195 Care-A-Van Revenue			(120,000)	(120,000)
	Capital Projects	Transit Bus Stop Improvements			(56,985)	(56,985)
<b>6020 Provincial Gas Tax Total</b>			<b>2,153,457</b>	<b>1,042,723</b>	<b>(870,196)</b>	<b>2,325,984</b>
<b>6025 Canada Community Building Fund</b>	Opening Balance	Opening Balance	126,288			126,288
	Senior Government Grants	Canada Community Building Fund		2,270,615		2,270,615
	Capital Projects	Fire Station 3 Demolition, Design & Construction			(2,369,337)	(2,369,337)
<b>6025 Canada Community Building Fund Total</b>			<b>126,288</b>	<b>2,270,615</b>	<b>(2,369,337)</b>	<b>27,566</b>
<b>6035 Building Permit Revenue</b>	Opening Balance	Opening Balance	1,070,633			1,070,633
	Operating Transfer	Transfer to Operating 5020 Building			(129,004)	(129,004)
<b>6035 Building Permit Revenue Total</b>			<b>1,070,633</b>		<b>(129,004)</b>	<b>941,629</b>
<b>6040 Federal Harbour Reserve Fund</b>	Opening Balance	Opening Balance	108,210			108,210
	Operating Transfer	Transfer to Operating 2066 Samia Harbour			(108,210)	(108,210)
<b>6040 Federal Harbour Reserve Fund Total</b>			<b>108,210</b>		<b>(108,210)</b>	<b>(0)</b>
<b>6045 OCIF</b>	Opening Balance	Opening Balance	909,123			909,123
	Senior Government Grants	OCIF Funding		4,895,238		4,895,238
	Capital Projects	Bridges & Culverts			(950,000)	(950,000)
		Road Rehabilitation			(3,500,000)	(3,500,000)
		Plank Road			(445,000)	(445,000)
<b>6045 OCIF Total</b>			<b>909,123</b>	<b>4,895,238</b>	<b>(4,895,000)</b>	<b>909,361</b>
<b>6055 ICIP - Investing in Canada Infrastructure Program</b>	Opening Balance	Opening Balance	1			1
	Senior Government Grants	ICIP Grant - Active Transportation Projects		172,326		172,326
		ICIP Grant - Transit Bus Stop Improvements		156,681		156,681
		ICIP Grant - Transit Maintenance Equipment Upgrades & Replacements		219,990		219,990
		ICIP Grant - Transit Signal Priority & Accessibility		120,995		120,995
		ICIP Grant - Plank Road Reconstruction		440,203		440,203
		ICIP Grant - Transit Facility Upgrades		0		0
	Capital Projects	Active Transportation Projects (ICIP Grant)			(172,326)	(172,326)
		Transit Bus Stop Improvements (ICIP Grant)			(156,681)	(156,681)
		Transit Maintenance Equipment Upgrades & Replacements (ICIP Grant)			(219,990)	(219,990)
		Plank Road Reconstruction (ICIP Grant)			(440,203)	(440,203)
	Traffic Signals & Accessibility Improvements (ICIP Grant)			(120,995)	(120,995)	
<b>6055 ICIP - Investing in Canada Infrastructure Program Total</b>			<b>1</b>	<b>1,110,195</b>	<b>(1,110,195)</b>	<b>1</b>
<b>6060 Disaster Mitigation Fund</b>	Opening Balance	Opening Balance	0			0
	Senior Government Grants	Disaster Mitigation Funding - Sewer Separation		2,735,600		2,735,600
	Capital Projects	Sewer Separation (Disaster Mitigation Funding)			(2,735,600)	(2,735,600)
<b>6060 Disaster Mitigation Fund Total</b>			<b>0</b>	<b>2,735,600</b>	<b>(2,735,600)</b>	<b>0</b>
<b>6065 Other Senior Government Grants</b>	Opening Balance	Opening Balance	3,575			3,575
	Senior Government Grants	AFT Grant		400,000		400,000
	Capital Projects	AFT - Active Transportation (AFT Grant)			(400,000)	(400,000)
<b>6065 Other Senior Government Grants Total</b>			<b>3,575</b>	<b>400,000</b>	<b>(400,000)</b>	<b>3,575</b>
<b>6220 WSIB Self Insurance</b>	Opening Balance	Opening Balance	3,449,042			3,449,042
	Operating Transfer	Transfer from Operating - Payroll - WSIB		1,919,260		1,919,260
		Transfer to 2490 Corporate Municipal - One Time 2023			(1,450,000)	(1,450,000)
	Direct from Reserve Expense	WSIB Claims Estimate			(1,919,260)	(1,919,260)
<b>6220 WSIB Self Insurance Total</b>			<b>3,449,042</b>	<b>1,919,260</b>	<b>(3,369,260)</b>	<b>1,999,042</b>

**2023 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Project Type	Description	Forecasted Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2023
<b>6225 Self-Insurance Reserve</b>	Opening Balance	Opening Balance	2,375,255			2,375,255
	Operating Transfer	Transfer from Operating 2490 Corporate Municipal		486,593		486,593
		Transfer from Operating 3100 Transit Transportation		47,286		47,286
		Transfer from Operating 3705 Water Distribution		8,196		8,196
		Transfer from Operating 3510 Sewer Admin		21,142		21,142
	Direct from Reserve Expense	Self Insurance Claims Payments			(525,000)	(525,000)
<b>6225 Self-Insurance Reserve Total</b>			<b>2,375,255</b>	<b>563,217</b>	<b>(525,000)</b>	<b>2,413,472</b>
<b>6230 Façade Improvement Loan</b>	Opening Balance	Opening Balance	25,313			25,313
<b>6230 Façade Improvement Loan Total</b>			<b>25,313</b>			<b>25,313</b>
<b>6235 YMCA Reserve</b>	Opening Balance	Opening Balance	600,000			600,000
	Direct from Reserve Expense	YMCA Payments			(12,000)	(12,000)
	Interest	Investment Interest		12,000		12,000
<b>6235 YMCA Reserve Total</b>			<b>600,000</b>	<b>12,000</b>	<b>(12,000)</b>	<b>600,000</b>
<b>6240 Strangway Centre Endowment</b>	Opening Balance	Opening Balance	151,378			151,378
	Direct from Reserve Expense	Annual Interest Payment Strangway			(2,000)	(2,000)
	Interest	Investment Interest		2,000		2,000
<b>6240 Strangway Centre Endowment Total</b>			<b>151,378</b>	<b>2,000</b>	<b>(2,000)</b>	<b>151,378</b>
<b>6250 Elm-High-Ex-Wood Park</b>	Opening Balance	Opening Balance	5,083			5,083
<b>6250 Elm-High-Ex-Wood Park Total</b>			<b>5,083</b>			<b>5,083</b>
<b>6265 Airport</b>	Opening Balance	Opening Balance	33,988			33,988
	Direct from Reserve Expense	Airport Hangar - Insurance & Utilities			(13,000)	(13,000)
<b>6265 Airport Total</b>			<b>33,988</b>		<b>(13,000)</b>	<b>20,988</b>
<b>6270 Legacy Fund</b>	Opening Balance	Opening Balance	48,120			48,120
	Operating Transfer	Transfer to Operating 4601 Recreation Programs - Kids Funfest			(2,400)	(2,400)
<b>6270 Legacy Fund Total</b>			<b>48,120</b>		<b>(2,400)</b>	<b>45,720</b>
<b>6300 Business Park</b>	Opening Balance	Opening Balance	539,748			539,748
	Other Revenue	Lease Revenue		8,433		8,433
	Direct from Reserve Expense	Lawn Maintenance			(20,000)	(20,000)
<b>6300 Business Park Total</b>			<b>539,748</b>	<b>8,433</b>	<b>(20,000)</b>	<b>528,181</b>
<b>6305 Perch Creek Harbour</b>	Opening Balance	Opening Balance	139,343			139,343
<b>6305 Perch Creek Harbour Total</b>			<b>139,343</b>			<b>139,343</b>
<b>6340 Bluewater Gymnastics</b>	Opening Balance	Opening Balance	173,739			173,739
	Other Revenue	Lease Revenue		23,664		23,664
	Direct from Reserve Expense	Principal Loan Repayment (Bluewater Gymnastics Building)			(22,156)	(22,156)
<b>6340 Bluewater Gymnastics Total</b>			<b>173,739</b>	<b>23,664</b>	<b>(22,156)</b>	<b>175,247</b>
<b>6350 Development Contingency</b>	Opening Balance	Opening Balance	45,572			45,572
<b>6350 Development Contingency Total</b>			<b>45,572</b>			<b>45,572</b>
<b>6365 Sarnia Harbour</b>	Opening Balance	Opening Balance	3,375,703			3,375,703
	Operating Transfer	Transfer from Operating 2066 Sarnia Harbour		331,421		331,421
	Direct from Reserve Expense	Harbour Strategic Plan			(350,000)	(350,000)
<b>6365 Sarnia Harbour Total</b>			<b>3,375,703</b>	<b>331,421</b>	<b>(350,000)</b>	<b>3,357,124</b>
<b>6370 Canatara Park Projects</b>	Opening Balance	Opening Balance	112,716			112,716
<b>6370 Canatara Park Projects Total</b>			<b>112,716</b>			<b>112,716</b>
<b>6375 Airport Operator</b>	Opening Balance	Opening Balance	149,993			149,993
	Reserve Transfer	Transfer from 6615 Capital Infrastructure - Airport Operator		400,000		400,000
	Direct from Reserve Expense	Airport Operator Liquidity Support			(400,000)	(400,000)
<b>6375 Airport Operator Total</b>			<b>149,993</b>	<b>400,000</b>	<b>(400,000)</b>	<b>149,993</b>
<b>6380 Tourism Infrastructure Reserve Fund</b>	Opening Balance	Opening Balance	200,227			200,227
	Other Revenue	ORMHA - MAT TAX revenue		97,000		97,000
	Direct from Reserve Expense	Ontario Restaurant Hotel and Motel Association			(1,250)	(1,250)
<b>6380 Tourism Infrastructure Reserve Fund Total</b>			<b>200,227</b>	<b>97,000</b>	<b>(1,250)</b>	<b>295,977</b>
<b>6385 Community Improvement Plan</b>	Opening Balance	Opening Balance	0			0
	Operating Transfer	Transfer from Operating - 2490 Corporate Municipal		75,000		75,000
	Direct from Reserve Expense	Annual CIP Initiatives			(75,000)	(75,000)
<b>6385 Community Improvement Plan Total</b>			<b>0</b>	<b>75,000</b>	<b>(75,000)</b>	<b>0</b>
<b>6400 Election Expenses</b>	Opening Balance	Opening Balance	0			0
	Operating Transfer	Transfer from Operating 2100 Elections		151,170		151,170
<b>6400 Election Expenses Total</b>			<b>0</b>	<b>151,170</b>		<b>151,170</b>
<b>6450 Water Rates Stabilization</b>	Opening Balance	Opening Balance	2,740,489			2,740,489
<b>6450 Water Rates Stabilization Total</b>			<b>2,740,489</b>			<b>2,740,489</b>

**2023 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Project Type	Description	Forecasted Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2023
<b>6470 Care-A-Van - Vehicle</b>	Opening Balance	Opening Balance	63,360			63,360
	Retired Debt	Retired Debt		17,706		17,706
<b>6470 Care-A-Van - Vehicle Total</b>			<b>63,360</b>	<b>17,706</b>		<b>81,066</b>
<b>6515 Police Building</b>	Opening Balance	Opening Balance	171,814			171,814
	Operating Transfer	Transfer from Operating 2625 Police - Station		550,000		550,000
	Direct from Reserve Expense	Building Upgrades			(100,000)	(100,000)
		Furnishings			(20,000)	(20,000)
	Capital Projects	Building Upgrades			(600,000)	(600,000)
<b>6515 Police Building Total</b>			<b>171,814</b>	<b>550,000</b>	<b>(720,000)</b>	<b>1,814</b>
<b>6520 911 Equipment</b>	Opening Balance	Opening Balance	121,386			121,386
	Other Revenue	Lease Revenue		2,700		2,700
	Operating Transfer	Transfer from Operating 2610 Police - Communications		400,000		400,000
	Direct from Reserve Expense	Upgrades Next Generation 911			(60,000)	(60,000)
		Capital Projects	Upgrades Next Generation 911			(360,000)
<b>6520 911 Equipment Total</b>			<b>121,386</b>	<b>402,700</b>	<b>(420,000)</b>	<b>104,086</b>
<b>6525 Works Equipment</b>	Opening Balance	Opening Balance	1,757,719			1,757,719
	Operating Transfer	Transfer to Operating 3005 PW Admin			(100,000)	(100,000)
		Transfer to Operating 3015 Work Centre			(624,457)	(624,457)
		Transfer to Operating 3020 Equipment Maintenance			(1,425,419)	(1,425,419)
	Equipment/ Fleet Replacement	Equipment (Fleet) Replacement			(1,850,000)	(1,850,000)
	Operating Transfer - Fleet Contribution	Transfer from Operating 2022 IT - Vehicle Contribution		9,800		9,800
Transfer from Operating 2052 Property - Vehicle Contribution				36,200		36,200
	Transfer from Operating 3005 PW Admin - Vehicle Contribution			22,200		22,200
	Transfer from Operating 3008 Road Maintenance Rural - Vehicle Contribution			378,212		378,212
	Transfer from Operating 3009 Street Maintenance Concrete - Vehicle Contribution			123,900		123,900
	Transfer from Operating 3010 Street Maintenance Urban - Vehicle Contribution			364,700		364,700
	Transfer from Operating 3011 Street Maintenance Winter - Vehicle Contribution			445,500		445,500
	Transfer from Operating 3015 Work Centre - Vehicle Contribution			118,300		118,300
	Transfer from Operating 3034 Engineering Traffic - Vehicle Contribution			8,600		8,600
	Transfer from Operating 3035 Engineering Development - Vehicle Contribution			26,035		26,035
	Transfer from Operating 3036 Engineering Construction - Vehicle Contribution			45,000		45,000
	Transfer from Operating 3040 Municipal Drains - Vehicle Contribution			8,600		8,600
	Transfer from Operating 3500 Sanitary Sewer Maintenance - Vehicle Contribution			387,218		387,218
	Transfer from Operating 3501 Pump Station Maintenance - Vehicle Contribution			102,184		102,184
	Transfer from Operating 3505 WPCC - Vehicle Contribution			103,248		103,248
	Transfer from Operating 3506 BG Lagoons - Vehicle Contribution			10,918		10,918
	Transfer from Operating 3507 Bio-Solids - Vehicle Contribution			28,514		28,514
	Transfer from Operating 3705 Water Distribution - Vehicle Contribution			343,864		343,864
	Transfer from Operating 3706 Lead Reduction - Vehicle Contribution			9,540		9,540
	Transfer from Operating 3880 Garbage Recycling - Vehicle Contribution			35,300		35,300
	Transfer from Operating 4510 General Park Maintenance - Vehicle Contribution			696,400		696,400
	Transfer from Operating 4511 Sports Field Maintenance - Vehicle Contribution			3,700		3,700
	Transfer from Operating 4515 Greenhouse - Vehicle Contribution			11,000		11,000
	Transfer from Operating 4551 Arboriculture - Vehicle Contribution			379,600		379,600
	Transfer from Operating 4700 Arenas Admin - Vehicle Contribution			26,600		26,600
	Transfer from Operating 4705 Sarnia Arena - Vehicle Contribution			32,500		32,500
	Transfer from Operating 4708 Clearwater Arena - Vehicle Contribution			41,000		41,000
	Transfer from Operating 4710 PASA - Vehicle Contribution			72,400		72,400
	Transfer from Operating 5020 Building Department - Vehicle Contribution			25,546		25,546
	Transfer from Operating 5035 By-Law Enforcement - Vehicle Contribution			53,314		53,314
	Transfer from Operating 2780 Emergency Management - Vehicle Contribution			60,615		60,615
	Transfer from Operating 3885 Compost - Vehicle Contribution			75,000		75,000
<b>6525 Works Equipment Total</b>			<b>1,757,719</b>	<b>4,085,508</b>	<b>(3,999,876)</b>	<b>1,843,351</b>
<b>6565 Police Operating Contingency</b>	Opening Balance	Opening Balance	554,084			554,084
<b>6565 Police Operating Contingency Total</b>			<b>554,084</b>			<b>554,084</b>

**2023 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Project Type	Description	Forecasted Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2023	
<b>6580 Tax Stabilization</b>	Opening Balance	Opening Balance	2,278,090			2,278,090	
	Operating Transfer	Transfer from Operating 1000 Taxation City		600,000		600,000	
	Direct from Reserve Expense	Tax Appeals			(2,000,000)	(2,000,000)	
<b>6580 Tax Stabilization Total</b>			<b>2,278,090</b>	<b>600,000</b>	<b>(2,000,000)</b>	<b>878,090</b>	
<b>6581 Operating Contingency</b>	Opening Balance	Opening Balance	8,521,498			8,521,498	
	Operating Transfer	Transfer from Operating 2490 Corp Municipal		250,000		250,000	
		Transfer to Operating 2490 Corporate Municipal - One Time 2023			(2,939,949)	(2,939,949)	
<b>6581 Operating Contingency Total</b>			<b>8,521,498</b>	<b>250,000</b>	<b>(2,939,949)</b>	<b>5,831,549</b>	
<b>6585 Tax Stabilization - Transit</b>	Opening Balance	Opening Balance	458,969			458,969	
	Operating Transfer	Transfer from Operating 1055 Taxation Transit Area		30,000		30,000	
	Direct from Reserve Expense	Tax Appeals			(130,000)	(130,000)	
<b>6585 Tax Stabilization - Transit Total</b>			<b>458,969</b>	<b>30,000</b>	<b>(130,000)</b>	<b>358,969</b>	
<b>6590 Sewer Rates Stabilization</b>	Opening Balance	Opening Balance	1,371,452			1,371,452	
<b>6590 Sewer Rates Stabilization Total</b>			<b>1,371,452</b>			<b>1,371,452</b>	
<b>6595 Police Equipment</b>	Opening Balance	Opening Balance	241,504			241,504	
	Other Revenue	Sale of Vehicles		40,000		40,000	
	Operating Transfer	Transfer from Operating 2625 Police - Station		1,500,000		1,500,000	
	Direct from Reserve Expense	Police Equipment				(50,000)	(50,000)
		Police Technology				(66,200)	(66,200)
		Systems & Software				(371,000)	(371,000)
	Capital Projects	Police Technology - 2023 (Capital)			(2,000,000)	(2,000,000)	
	Equipment/ Fleet Replacement	Vehicle (Fleet) Replacement - Police			(365,000)	(365,000)	
<b>6595 Police Equipment Total</b>			<b>241,504</b>	<b>1,540,000</b>	<b>(2,852,200)</b>	<b>(1,070,696)</b>	
<b>6614 Capital Infrastructure - Transit</b>	Opening Balance	Opening Balance	191,142			191,142	
	Retired Debt	Retired Debt		198,783		198,783	
	Operating Transfer	Transfer from Operating 1055 Taxation - Transit Area - Asset Management			166,483		166,483
		Transfer from Operating 3120 Transit Premises			40,000		40,000
		Transfer from Operating 3170 Care-A-Van			20,000		20,000
	Capital Projects	Transit Maintenance Equipment Upgrades & Replacements				(80,010)	(80,010)
		Engineering Facilities				(320,000)	(320,000)
<b>6614 Capital Infrastructure - Transit Total</b>			<b>191,142</b>	<b>425,266</b>	<b>(400,010)</b>	<b>216,398</b>	
<b>6615 Capital Infrastructure</b>	Opening Balance	Opening Balance	2,638,348			2,638,348	
	Senior Government Grants	SWODF - Oversize Load Corridor		420,000		420,000	
		National Trade Corridor Grant - Oversize Load Corridor - 2023		930,584		930,584	
	Other Revenue	Fire Marque Cost Recovery Program		5,000		5,000	
		Sting Surcharge Revenue		130,000		130,000	
	Retired Debt	Retired Debt		4,986,510		4,986,510	
	Operating Transfer	Transfer from Operating 1350 Other Revenue - Interest Allocation			1,095,000		1,095,000
		Transfer from Operating 2490 Corp Municipal			2,612,454		2,612,454
		Transfer from Operating 2490 Corp Municipal - Asset Management			2,971,504		2,971,504
		Internal Debt - Principle and Interest 5500 - 05780/05781			14,516		14,516
		Transfer from Operating 1200 Ontario Grants Unconditional - OMPF			256,133		256,133
		Transfer from Operating 1350 Other Revenue - Slot Revenue			400,000		400,000
		Transfer from Operating 3125 Transit Admin			47,805		47,805
		Transfer from Operating 3705 Water Distribution			57,595		57,595
		Transfer from Operating 3510 Sewer Admin			90,345		90,345
		Transfer to Operating 2052 Property Maintenance (2023 One Time)					(90,000)
		Transfer to Operating 4708 Clearwater Arena (2023 One Time)					(200,000)
		Transfer to Operating 4710 PASA (2023 One Time)					(16,000)
		Reserve Transfer	Airport Operator Liquidity Support - transfer to 6375				(400,000)
		Direct from Reserve Expense	Hose & Nozzles				(30,000)
	Warning Sirens Replacement					(60,000)	(60,000)
	Defibrillators					(35,000)	(35,000)
	Hot Box (Asphalt Application)					(45,000)	(45,000)
	Direct from Reserve Expense	Norm Perry Park Re-Investment Plan				(100,000)	(100,000)
		Multi-Use Facility Location Assessment				(150,000)	(150,000)
		Asset Management - P&R Assessments & Planning				(300,000)	(300,000)
		Canatara Park Masterplan				(100,000)	(100,000)
	Capital Projects	Bunker Gear				(144,326)	(144,326)
		Shoreline Protection				(2,000,000)	(2,000,000)
		Active Transportation Projects				(162,674)	(162,674)
		PASA Improvements				(1,595,000)	(1,595,000)
IT Hardware Asset Lifecycle					(264,000)	(264,000)	
Oversized Load Corridor (NTC Funding)					(930,584)	(930,584)	
Oversized Load Corridor (SWODF Funding)					(420,000)	(420,000)	
Public Works Facilities					(250,000)	(250,000)	
Sewer Separation				(762,060)	(762,060)		

**2023 DRAFT RESERVE AND RESERVE FUND BUDGET**

Reserve	Project Type	Description	Forecasted Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2023	
<b>6615 Capital Infrastructure</b>	Capital Projects	Transportation Master Plan & Streetscape Improvements			(200,000)	(200,000)	
		Oversized Load Corridor			(922,029)	(922,029)	
		Traffic Signals			(150,000)	(150,000)	
		Former Michigan Landfill Remedial Measures			(350,000)	(350,000)	
		Sarnia Library Improvements			(250,000)	(250,000)	
		Tecumseh Park/Cox Youth Centre Improvements			(550,000)	(550,000)	
		Fire Station 3 Demolition, Design & Construction			(798,428)	(798,428)	
		Rapids Pkway Extension			(672,583)	(672,583)	
		AFT - Active Transportation			(350,000)	(350,000)	
		Harry Turnbull Park			(150,000)	(150,000)	
		Pat Stapleton Arena			(100,000)	(100,000)	
		Traffic Signals & Accessibility Improvements			(44,005)	(44,005)	
		Engineering Facilities			(16,666)	(16,666)	
		Playground Equipment			(300,000)	(300,000)	
		Plank Road			(364,797)	(364,797)	
Station 1 Emergency Generator			(250,000)	(250,000)			
Strangway Community Centre			(200,000)	(200,000)			
<b>6615 Capital Infrastructure Total</b>			<b>2,638,348</b>	<b>14,017,446</b>	<b>(13,723,152)</b>	<b>2,932,642</b>	
<b>6616 Capital Infrastructure - Sewer</b>	Opening Balance	Opening Balance	3,054,965			3,054,965	
	Retired Debt	Retired Debt		2,659,511		2,659,511	
	Operating Transfer	Transfer from Operating 3500 Sanitary Sewer Maintenance			5,267,452		5,267,452
		Transfer from Operating 3500 Sanitary Sewer Maintenance - Asset Management			1,543,205		1,543,205
		Transfer from Operating 3600 Storm Sewer Maintenance			187,081		187,081
		Transfer from Operating 3600 Storm Sewer Maintenance - Asset Management			50,566		50,566
	Direct from Reserve Expense	Council Approved - Removal of Biosolids (Sale of Lagoon)				(500,000)	(500,000)
		Flood Review/Risk Prioritization Study				(250,000)	(250,000)
		Stormwater Rate Development				(100,000)	(100,000)
	Capital Projects	WPCC Blower Upgrade				(500,000)	(500,000)
		Public Works Facilities				(250,000)	(250,000)
		Sewer Separation				(3,048,240)	(3,048,240)
		Bright's Grove Sewage Treatment Facility				(200,000)	(200,000)
		Engineering Facilities				(16,667)	(16,667)
		Blackwell Glen Pathway Rehabilitation				(200,000)	(200,000)
		Wastewater Pump - Lift Station Improvements				(500,000)	(500,000)
		WPCC Biosolids Processing Upgrades				(1,000,000)	(1,000,000)
		WPCC St. Andrews Street - Admin Building Upgrades				(350,000)	(350,000)
		WPCC - Ventilation Upgrades				(350,000)	(350,000)
		WPCC - Internal Road Paving				(600,000)	(600,000)
		Sarnia Sewer Upgrade Project				(1,000,000)	(1,000,000)
Flood Mitigation					(1,000,000)	(1,000,000)	
<b>6616 Capital Infrastructure - Sewer Total</b>			<b>3,054,965</b>	<b>9,707,815</b>	<b>(9,864,907)</b>	<b>2,897,873</b>	
<b>6617 Capital Infrastructure - Water</b>	Opening Balance	Opening Balance	3,770,201			3,770,201	
	Operating Transfer	Transfer from Operating 3705 Water Distribution		4,434,015		4,434,015	
		Transfer from Operating 3705 Water Distribution - Asset Management			1,099,178		1,099,178
	Capital Projects	Public Works Facilities				(250,000)	(250,000)
		Sewer Separation				(1,270,100)	(1,270,100)
		Lead Reduction				(580,000)	(580,000)
		Watermain Replacement				(3,210,000)	(3,210,000)
Engineering Facilities				(16,667)	(16,667)		
Plank Road				(833,333)	(833,333)		
<b>6617 Capital Infrastructure - Water Total</b>			<b>3,770,201</b>	<b>5,533,193</b>	<b>(6,160,100)</b>	<b>3,143,294</b>	
<b>6619 Municipal Drain Rehabilitation</b>	Opening Balance	Opening Balance	274,451			274,451	
	Operating Transfer	Transfer from Operating 3040 Municipal Drains		200,000		200,000	
	Direct from Reserve Expense	Annual Drainage Expenditures			(100,000)	(100,000)	
<b>6619 Municipal Drain Rehabilitation Total</b>			<b>274,451</b>	<b>200,000</b>	<b>(100,000)</b>	<b>374,451</b>	
<b>6635 Seaway Kiwanis Campus</b>	Opening Balance	Opening Balance	43,214			43,214	
	Other Revenue	Rental Revenue		5,000		5,000	
<b>6635 Seaway Kiwanis Campus Total</b>			<b>43,214</b>	<b>5,000</b>		<b>48,214</b>	
<b>6650 Suncor Agora Capital</b>	Opening Balance	Opening Balance	218,617			218,617	
<b>6650 Suncor Agora Capital Total</b>			<b>218,617</b>			<b>218,617</b>	
<b>6655 Organic Waste Program Transition</b>	Opening Balance	Opening Balance	0			0	
	Operating Transfer	Transfer from Operating 3880 Recycling & Compost Collection		450,000		450,000	
<b>6655 Organic Waste Program Transition Total</b>			<b>0</b>	<b>450,000</b>		<b>450,000</b>	
<b>6900 Internal Borrowing Reserve</b>	Opening Balance	Opening Balance	(10,058,543)			(10,058,543)	
	Reserve Transfer	Reserve Transfer - From 6015 Development Charges (2020 10 Yr Loan Payback)		824,250		824,250	
		Reserve Transfer - From 6015 Development Charges (2021 10 Yr Loan Payback)			384,949		384,949
<b>6900 Internal Borrowing Reserve Total</b>			<b>(10,058,543)</b>	<b>1,209,199</b>		<b>(8,849,344)</b>	
<b>Forecasted Balance December 2023</b>			<b>41,425,387</b>	<b>56,781,370</b>	<b>(64,356,418)</b>	<b>33,850,339</b>	

## 2023 Direct from Reserves Request

Requested by:  
Stacey Forfar, General Manager of Community Services

Please be advised that the following Reserves Expenditures are requested for the 2023 budget year:

Item	Justification	Amount
CIP Grant Funding	<p>Council approved a modernized Community Improvement Plan (CIP) in 2020 which provides for a range of private investment projects that bolster and enhance the public realm and contribute to achieving broad community improvement goals in Mitton Village and the Downtown.</p> <p>The program uptake has been strong and planning staff are requesting \$75,000 for 2023 to ensure continuity for this program’s availability.</p> <p>A separate reserve, 6385 Community Improvement Program Reserve, has been created in the 2023 Reserves Budget to monitor the program and track grants.</p>	\$75,000
Asset Management	<p>As part of the Asset Management Strategy, it is essential to ensure that detailed information is available to ensure the current state of existing assets is accurate and the re-investment plan timelines are realistic based on capital allocations. These details will provide direction in terms of prioritization of investment decisions for the future based on balancing infrastructure needs and user expectations for service when it comes to recreation and facility infrastructure.</p> <p>The following are the proposed projects to support asset management and investment:</p> <ul style="list-style-type: none"> <li>- Refrigeration plant assessments</li> <li>- Arena &amp; sport courts assessments</li> <li>- Park planning and design services</li> <li>- Graffiti protection program</li> </ul>	\$300,000
Canatara Park– Master Plan	<p>As the city looks to strengthen asset management, and balance the ever growing expectations for parkland uses, staff are recommending that this park be the focus of a master planning exercise. The exercise will identify community expectations for uses and access, emerging trends and opportunities for modernizing service delivery, and provide a shared vision and re-investment plan for this exceptional park space for the future.</p>	\$100,000

<b>Item</b>	<b>Justification</b>	<b>Amount</b>
MURF – Multi-use Recreational Facility Location Assessment	<p>On February 28, 2022, City Council approved the completed Feasibility Assessment for the MURF and directed staff to advance a budget request for 2023 to support preliminary site design concepts and technical due diligence for the top three preferred sites: Lottie Neely Park / Veteran’s Fields, the city-owned lands south of Wellington Street, and Germain Park.</p> <p>This assessment will also include options considering the overall timelines and any associated future costs of a new facility.</p> <p>This request will provide the funding to advance a preliminary review of the top three sites and assess them from both a technical and practical lens and provide the opportunity to report back to Council with a recommended final location and a path forward to pursue this community recreation project.</p>	\$150,000
Norm Perry Park – Re-Investment Plan	<p>The infrastructure surrounding the existing turf field is currently at or near end of its useful life. In response to different pressures for use, this site has also now become host to significant temporary uses that are impacting the ability to maintain the site appropriately and setting inconsistent expectations for use of the facility for the community as a whole.</p> <p>As a public asset, there is an opportunity to coordinate meaningful discussions with active and passive users of this site and develop a shared vision for use and appropriate access for the future.</p>	\$100,000
Harbour Strategic Plan	To move forward with the development of a strategic plan and supporting capital implementation plan for a preferred business model for the future for the City owned Harbour assets.	\$350,000

## 2023 Direct from Reserves Request

Requested by:  
Kelly Provost, Director of Economic Development

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Please be advised that the following Reserves Expenditures are requested for the 2023 budget year:

<b>Item</b>	<b>Justification</b>	<b>Amount</b>
Airport Hangar Insurance & Utilities	The new hangar at the Sarnia Chris Hadfield airport is expected to be completed in Spring 2023. If no tenant occupies the space immediately upon completion, the City would be responsible for the operating costs until a tenant takes over the space.  Insurance is estimated at \$4,500 annually. Utilities including electricity, gas, and water, and are estimated to be \$8,500 annually.	\$13,000

## 2023 Direct from Reserves Request

Requested by:

Ron Realesmith, Manager of Emergency Management & Corporate Security

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Please be advised that the following Reserves Expenditures are requested for the 2023 budget year:

<b>Item</b>	<b>Justification</b>	<b>Amount</b>
Warning Sirens Replacement	Safety sirens are located in Sarnia, St. Clair Township, Point Edward and Aamjiwnaang First Nations to alert residents of emergencies. Of the sirens located in Sarnia, most are at the end of their useful life and require major maintenance and replacement.  The 2023 request is for the full upgrade for 2 sirens located in Sarnia.	\$60,000

## 2023 Direct from Reserves Request

Requested by:  
David Jackson, General Manager of Engineering & Operations

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Please be advised that the following Reserves Expenditures are requested for the 2023 budget year:

Item	Justification	Amount
Hot Box	<p>The addition of a hot box for asphalt application will reduce the labour required for repeat pothole repair year-round and permit the ability to recycle asphalt where it is currently disposed of at a cost.</p> <p>Overall this purchase is expected to improve the level of service and road conditions permitting a permanent repair vs. current practice of cold mix application which is temporary and at times is removed during winter maintenance operations.</p>	\$45,000
Flood Review/Risk Prioritization Study	Study to review flooding risk at various locations throughout the city and assist in risk assessment and project prioritization	\$250,000
Stormwater Rate Development	Support for development of stormwater rate. Utilization dependent on direction taken for rate.	\$100,000

**2023 Direct from Reserves Request**

Requested by:  
Bryan VanGaver, Fire Chief

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Please be advised that the following Reserves Expenditures are requested for the 2023 budget year:

<b>Item</b>	<b>Justification</b>	<b>Amount</b>
Fire Hose and Nozzles	Annual life cycle replacement	\$30,000.00
Defibrillators	Life cycle replacement	\$35,000.00

<b>2023 DRAFT EQUIPMENT REPLACEMENT LIST*</b>							
<b>New or Replacement</b>	<b>Equipment Requested</b>	<b>Unit # to be Replaced</b>	<b>Description of Existing Equipment: Year Make Model</b>	<b>Primary User</b>	<b>Plans for Equipment Being Replaced</b>	<b>Fleet Reserve (6525)</b>	<b>Capital Infrastructure Reserve (6615)</b>
Replacement	16 Ft Vans	83, 107, 108, 124, 134, 135	Various Cube Vans	Public Works	Trade in or Sale	900,000	
Replacement	Tractor with side and rear mower	97	2007 Case Maxxum 110	Public Works	Trade in or Sale	250,000	
Replacement	Trackless Tractor	93	2014 Trackless BFB	Public Works	Trade in or Refurbish	200,000	
Replacement	Wood Chipper	531	2009 Vermeer Chipper	Forestry	Trade in or Sale	150,000	
Replacement	Stumper	595	2007 Vermeer SC802-Stumper	Forestry	Trade in or Sale	110,000	
Replacement	2 Small Vehicles	30S and 1 van or pickup				110,000	
Replacement	Electric 5 Ft Mower	442	2014 Kubota ZD221	Parks	Trade in or Sale	50,000	
New	RTV (Rugged Terrain Vehicle)			Parks		40,000	
New	RTV (Rugged Terrain Vehicle)			WPCC		40,000	
<b>Total</b>						<b>1,850,000.00</b>	<b>0</b>

**\*Excluding Police replacements**

This list represents the anticipated fleet needs for the current budget year. Unexpected equipment failures and/or changes in the supply chain or economics may result in revisions to

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022	
<b>6005 Parkland Dedication Reserve Fund</b>	Opening Balance	Opening Balance	548,689			548,689	
	Developer Levies	Levies - Cash in Lieu of Parkland		20,000		20,000	
	Interest	Interest Earned		4,261		4,261	
	Capital Projects	Park Infrastructure - Baxter Park - 2021				(15,000)	(15,000)
		Park Infrastructure - Furniture - 2021				(24,197)	(24,197)
		Park Infrastructure - Harry Turnbull Park - 2021				(50,000)	(50,000)
		Park Infrastructure - Suncor Agora Shelter Design - 2021				(40,000)	(40,000)
		Neighbourhood Parks - 2022				(40,000)	(40,000)
<b>6005 Parkland Dedication Reserve Fund Total</b>			<b>548,689</b>	<b>24,261</b>	<b>(169,197)</b>	<b>403,752</b>	
<b>6015 Development Charges</b>	Opening Balance	Opening Balance	10,354,627			10,354,627	
	Developer Levies	Development Charge Levies		2,072,883		2,072,883	
	Interest	Interest Earned		63,070		63,070	
	Reserve Transfer	Reserves Transfer - From 6900 Internal Borrowing Reserve (10 Yr Loan for Bedford Project) - 2020			4,064,969		4,064,969
		Reserve Transfer - From 6900 Internal Borrowing Reserve (10 Yr Loan for Rapids Pkwy Extension) - 2021			3,849,492		3,849,492
		Reserve Transfer - To 6900 Internal Borrowing Reserve (2020 10 Yr Loan Repayment) - 2022				(824,250)	(824,250)
		Reserve Transfer - To 6900 Internal Borrowing Reserve (2021 10 Yr Loan Repayment) - 2022				(384,949)	(384,949)
		To consolidate DC reserves - TF to 6016			2,460,295		2,460,295
		Direct from Reserve Expense	Direct from Reserves - Development Area 2 Environmental Assessment - 2019				(200,000)
	Direct from Reserves - Industrial Land Servicing Study - 2019					(4,579)	(4,579)
	Growth Management Consulting Services - 2020					(33,505)	(33,505)
	Capital Projects	Active Transportation - Confederation Multi-Use Trail - 2020				(312,039)	(312,039)
		Bio Solids Improvements - 2020				(640,076)	(640,076)
		Sarnia Sewer Upgrade Project - 2020 (1)				(1,293,735)	(1,293,735)
		Sarnia Sewer Upgrade Project - 2020 (2)				(2,771,235)	(2,771,235)
		Bio Solids Improvements - 2021				(500,000)	(500,000)
		Plank Road Reconstruction - 2021				(200,000)	(200,000)
		Rapids Pkwy Extension - 2021				(6,199,253)	(6,199,253)
		Pumping Station Improvements - #29 - 2021				(225,000)	(225,000)
		Traffic Signals - Confederation st - 2021				(157,146)	(157,146)
		Capital - Watermain Replacement - Various - 2018				(268,739)	(268,739)
		Watermain Replacement - 2020				(440,000)	(440,000)
		Active Transportation - London Road Trail - 2022				(225,000)	(225,000)
		Active Transportation - London Line Multi-Use Trail - 2022				(400,000)	(400,000)
		Active Transportation - Confederation Multi-Use Trail - 2022				(112,961)	(112,961)
		Bio Solids Improvements - 2022				(827,500)	(827,500)
	Gladwish Watermain Oversizing - 2022				(33,000)	(33,000)	
	<b>6015 Development Charges Total</b>			<b>10,354,627</b>	<b>12,510,710</b>	<b>(16,052,967)</b>	<b>6,812,370</b>
	<b>6016 Development Charges Reserve Fund B-2</b>	Opening Balance	Opening Balance	2,436,868			2,436,868
		Developer Levies	Development Charge Levies		1,999		1,999
		Interest	Interest Earned		21,427		21,427
		Reserve Transfer	To consolidate DC reserves - TF to 6015			(2,460,295)	(2,460,295)
		<b>6016 Development Charges Reserve Fund B-2 Total</b>			<b>2,436,868</b>	<b>23,426</b>	<b>(2,460,295)</b>
<b>6020 Provincial Gas Tax</b>	Opening Balance	Opening Balance	3,905,773			3,905,773	
	Senior Government Grants	Provincial Gas Tax		1,042,723		1,042,723	
		Interest Earned		29,944		29,944	
	Operating Transfer	Transfer to Operating 3140 Transit Revenue			(693,211)	(693,211)	
		Transfer to Operating 3195 Care-A-Van Revenue			(120,000)	(120,000)	
	Capital Projects	Capital - Bus Shelters and AODA Upgrades - 2018				(25,452)	(25,452)
		Capital - Transit Bus Stop Improvements - 2020				(40,500)	(40,500)
		Capital - Fleet Expansion & Replacement - Conventional Bus - 2020				(351,000)	(351,000)
		Fleet Expansion & Replacement - Conventional Bus - 2021				(357,378)	(357,378)
		Terminal Upgrades - 2021				(271,367)	(271,367)
		Transit Bus Stop Improvements - 2021				(56,985)	(56,985)
		Fleet Expansion & Replacement - Conventional Bus - 2022				(426,720)	(426,720)
		Terminal Upgrades - 2022				(425,386)	(425,386)
		Transit Bus Stop Improvements - 2022				(56,985)	(56,985)
	<b>6020 Provincial Gas Tax Total</b>			<b>3,905,773</b>	<b>1,072,667</b>	<b>(2,824,984)</b>	<b>2,153,457</b>
<b>6025 Canada Community Building Fund</b>	Opening Balance	Opening Balance	7,425,958			7,425,958	
	Senior Government Grants	Canada Community Building Fund		2,270,615		2,270,615	
		Interest Earned		40,165		40,165	
	Capital Projects	Capital - Sarnia Library Air Handlers, Cooling Tower & Plumbing - 2019				(29,128)	(29,128)
		Capital - Bridges & Culverts - 2020				(1,411,866)	(1,411,866)
		Capital - Library Improvements - 2020				(16,441)	(16,441)
		Capital - Water Pollution Control Centre (WPCC) Improvements - 2020				(237,255)	(237,255)
		Bridges & Culverts - 2021				(700,000)	(700,000)
		Ferry Dock Hill - 2021				(100,000)	(100,000)
		Fire Station 3 Demolition, Design & Construction - 2021				(831,380)	(831,380)
		Bridges & Culverts - 2022				(850,000)	(850,000)

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022	
<b>6025 Canada Community Building Fund</b>	Capital Projects	Sarnia Chris Hadfield Airport Infrastructure Upgrades - 2022			(420,000)	(420,000)	
		Clearwater Arena Improvements - 2022			(300,000)	(300,000)	
		Beach Volleyball courts - 2022			(150,000)	(150,000)	
		Fire Station 3 Demolition, Design & Construction - 2022			(2,566,665)	(2,566,665)	
		Shoreline Protection - 2022			(1,400,000)	(1,400,000)	
		Waterfront Improvements - 2022			(150,000)	(150,000)	
		Fire Station 3 Construction (Increase) - 2022			(447,714)	(447,714)	
<b>6025 Canada Community Building Fund Total</b>			<b>7,425,958</b>	<b>2,310,780</b>	<b>(9,610,449)</b>	<b>126,288</b>	
<b>6035 Building Permit Revenue</b>	Opening Balance	Opening Balance	1,257,118			1,257,118	
	Interest	Interest Earned		10,325		10,325	
	Operating Transfer	Transfer to Operating 5020 Building			(67,682)	(67,682)	
	Direct from Reserve Expense	Records Digitization Project - 2021				(26,762)	(26,762)
		Service Space Modernization - 2021				(42,366)	(42,366)
		Electronic Plans Review solution - 2022				(60,000)	(60,000)
<b>6035 Building Permit Revenue Total</b>			<b>1,257,118</b>	<b>10,325</b>	<b>(196,810)</b>	<b>1,070,633</b>	
<b>6040 Federal Harbour Reserve Fund</b>	Opening Balance	Opening Balance	461,765			461,765	
	Interest	Interest Earned		4,057		4,057	
	Operating Transfer	Transfer to Operating 2066 Sarnia Harbour			(292,613)	(292,613)	
	Direct from Reserve Expense	Security Enhancements - 2022			(65,000)	(65,000)	
<b>6040 Federal Harbour Reserve Fund Total</b>			<b>461,765</b>	<b>4,057</b>	<b>(357,613)</b>	<b>108,210</b>	
<b>6045 OCIF</b>	Opening Balance	Opening Balance	1,728,566			1,728,566	
	Senior Government Grants	OCIF Funding		5,759,103		5,759,103	
	Interest	Interest Earned		17,254		17,254	
	Capital Projects	Road Rehabilitation - 2021				(1,236,826)	(1,236,826)
		Road Rehabilitation - 2022				(1,100,000)	(1,100,000)
		Intersection Upgrades - 2022				(900,000)	(900,000)
		Plank Road Reconstruction - 2022				(1,064,397)	(1,064,397)
		Sewer Separation - 2022				(498,887)	(498,887)
		Road Rehabilitation (Increase) - 2022				(1,000,000)	(1,000,000)
		Watermain Replacement (Donalda) - 2022				(239,629)	(239,629)
		Watermain Replacement (LaSalle Connections) - 2022				(184,330)	(184,330)
		Watermain Replacement (Mandaumin) - 2022				(337,938)	(337,938)
	Watermain Replacement (Oldham) - 2022				(33,794)	(33,794)	
<b>6045 OCIF Total</b>			<b>1,728,566</b>	<b>5,776,357</b>	<b>(6,595,801)</b>	<b>909,123</b>	
<b>6050 Ontario Municipal Commuter Cycling</b>	Opening Balance	Opening Balance	90,881			90,881	
	Interest	Interest Earned		504		504	
	Capital Projects	Council Approved - OMCP Projects			(91,384)	(91,384)	
<b>6050 Ontario Municipal Commuter Cycling Total</b>			<b>90,881</b>	<b>504</b>	<b>(91,384)</b>	<b>0</b>	
<b>6055 ICIP - Investing in Canada Infrastructure Program</b>	Opening Balance	Opening Balance	(0)			(0)	
	Senior Government Grants	Direct to Reserves - ICIP Grant - Active Transportation Infrastructure - Confederal Multi-Use Trail - 2020			857,961		857,961
		Direct to Reserves - ICIP Grant - Fleet Expansion & Replacement - Conventional Bus - 2020			31,278		31,278
		Direct to Reserves - ICIP Grant - Standard Technology Implementation (CMMS) - 2020			442,968		442,968
		Direct to Reserves - ICIP Grant - Transit Signal Priority & Accessibility - 2020			274,987		274,987
		ICIP Grant - Accessibility Improvement Projects - 2021			110,632		110,632
		ICIP Grant - Active Transportation Projects - 2021			183,325		183,325
		Potential ICIP Grant - Sport & Recreation (Jackson Pool) - 2021			1,406,841		1,406,841
		ICIP Grant - Fleet Expansion & Replacement - Conventional Bus - 2021			982,622		982,622
		ICIP Grant - Fleet Upgrades - Fare Boxes & Radios - 2021			282,321		282,321
		ICIP Grant - Terminal Upgrades - 2021			746,133		746,133
		ICIP Grant - Transit Bus Stop Improvements - 2021			100,673		100,673
		ICIP Grant - Transit Maintenance Equipment Upgrades & Replacements - 2021			262,155		262,155
		ICIP Grant - Transit Signal Priority & Accessibility - 2021			274,953		274,953
		ICIP Grant - Plank Road Reconstruction - 2021			1,087,007		1,087,007
		ICIP Grant - COVID-19 Infrastructure Improvements - 2021			141,277		141,277
		Tecumseh Park Accessible Playground and Norma Cox Centre Revitalization (Potential Grant - ICIP) - 2021			263,092		263,092
		ICIP Grant - Harry Turnbull Park Revitalization			100,000		100,000
		ICIP Grant - Accessibility Improvement Projects - 2022			141,160		141,160
		ICIP Grant - Active Transportation Projects - 2022			1,173,281		1,173,281
		ICIP Grant - Fleet Expansion & Replacement - Conventional Bus - 2022			1,173,280		1,173,280
		ICIP Grant - Terminal Upgrades - 2022			1,169,614		1,169,614
		ICIP Grant - Transit Bus Stop Improvements - 2022			156,681		156,681
		ICIP Grant - Transit Maintenance Equipment Upgrades & Replacements - 2022			282,321		282,321
		ICIP Grant - Plank Road Reconstruction - 2022			1,320,610		1,320,610

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022		
<b>6055 ICIP - Investing in Canada Infrastructure Program</b>	Capital Projects	Capital - Active Transportation Infrastructure - Confederation Multi-Use Trail (ICIP Grant) - 2020			(857,961)	(857,961)		
		Capital - Standard Technology Implementation (ICIP Grant) - 2020			(442,968)	(442,968)		
		Capital - Transit Bus Stop Improvements (ICIP Grant) - 2020			(34,273)	(34,273)		
		Capital - Fleet Expansion & Replacement - Conventional Bus (ICIP Grant) - 2020			(531,876)	(531,876)		
		Capital - Transit Signal Priority & Accessibility (ICIP Grant)- 2020			(274,987)	(274,987)		
		Park Infrastructure - Harry Turnbull Park - 2021			(100,000)	(100,000)		
		Accessibility Improvement Projects (ICIP Grant) - 2021			(110,632)	(110,632)		
		Active Transportation Projects (ICIP Grant) - 2021			(183,325)	(183,325)		
		Fleet Expansion & Replacement - Conventional Bus (ICIP Grant) - 2021			(482,023)	(482,023)		
		Fleet Upgrades - Fare Boxes & Radios (ICIP Grant) - 2021			(282,321)	(282,321)		
		Plank Road Reconstruction (ICIP Grant) - 2021			(1,087,007)	(1,087,007)		
		Terminal Upgrades (ICIP Grant) - 2021			(746,133)	(746,133)		
		Transit Bus Stop Improvements (ICIP Grant) - 2021			(66,400)	(66,400)		
		Transit Maintenance Equipment Upgrades & Replacements (ICIP Grant) - 2021			(262,155)	(262,155)		
		Transit Signal Priority & Accessibility (ICIP Grant) - 2021			(274,953)	(274,953)		
		COVID-19 Infrastructure Improvements - (ICIP Grant) - 2021			(141,277)	(141,277)		
		Tecumseh Park Accessible Playground and Norma Cox Centre Revitalization (Potential Grant - ICIP) - 2021			(263,092)	(263,092)		
		Accessibility Improvement Projects (ICIP Grant) - 2022			(141,160)	(141,160)		
		Active Transportation Projects (ICIP Grant) - 2022			(1,173,281)	(1,173,281)		
		Fleet Expansion & Replacement - Conventional Bus (ICIP Grant) - 2022			(1,173,280)	(1,173,280)		
		Plank Road Reconstruction (ICIP Grant) - 2022			(1,320,610)	(1,320,610)		
		Terminal Upgrades (ICIP Grant) - 2022			(1,169,614)	(1,169,614)		
		Transit Bus Stop Improvements (ICIP Grant) - 2022			(156,681)	(156,681)		
		Transit Maintenance Equipment Upgrades & Replacements (ICIP Grant) - 2022			(282,320)	(282,320)		
		Sport & Recreation (ICIP Grant - Jackson Pool) - 2021			(1,406,841)	(1,406,841)		
		<b>6055 ICIP - Investing in Canada Infrastructure Program Total</b>			<b>(0)</b>	<b>12,965,171</b>	<b>(12,965,171)</b>	<b>1</b>
		<b>6060 Disaster Mitigation Fund</b>	Opening Balance	Opening Balance	0			0
Senior Government Grants	Direct to Reserves - Disaster Mitigation Funding - Sewer Separation - 2019				136,700		136,700	
	Direct to Reserves - Disaster Mitigation Funding - Sewer Separation - 2020				800,000		800,000	
	Disaster Mitigation Funding - Sewer Separation - 2021				444,141		444,141	
	Disaster Mitigation Funding - Sewer Separation - 2022				2,038,462		2,038,462	
	Capital Projects		Capital - Sewer Separation (Disaster Mitigation Funding) - 2019				(136,700)	(136,700)
Capital - Sewer Separation (Disaster Mitigation Funding) - 2020						(800,000)	(800,000)	
Sewer Separation (Disaster Mitigation Funding) - 2021						(444,141)	(444,141)	
Sewer Separation (Disaster Mitigation Funding) - 2022						(2,038,462)	(2,038,462)	
<b>6060 Disaster Mitigation Fund Total</b>			<b>0</b>	<b>3,419,303</b>	<b>(3,419,303)</b>	<b>0</b>		
<b>6065 Other Senior Government Grants</b>	Opening Balance	Opening Balance	0			0		
	Senior Government Grants	Canada Community Revitalization Fund - Skate Park - 2022			450,000		450,000	
		Streamline Development Fund - 2022			1,000,000		1000000	
		Canada Healthy Communities Initiative - Mitton St Parking Lot - 2022			250,000		250,000	
	Interest	Interest Earned		3,575		3575.15		
	Direct from Reserve Expense	Streamline Development Fund Projects - 2022				(1,000,000)	(1,000,000)	
<b>6065 Other Senior Government Grants</b>	Capital Projects	Skateboard Park Replacement (Tecumseh) - CCRF Grant - 2022			(450,000)	-450000		
		Mitton St Parking Lot - Healthy Communities Grant - 2022			(250,000)	(250,000)		
		<b>6065 Other Senior Government Grants Total</b>			<b>0</b>	<b>1,703,575</b>	<b>(1,700,000)</b>	<b>3,575</b>
<b>6220 WSIB Self Insurance</b>	Opening Balance	Opening Balance	3,414,933			3,414,933		
	Interest	Interest Earned		34,109		34,109		
	Operating Transfer	Transfer from Operating - Payroll - WSIB		1,810,404		1,810,404		
	Direct from Reserve Expense	WSIB Claims Estimate - 2022				(1,810,404)	(1,810,404)	
<b>6220 WSIB Self Insurance Total</b>			<b>3,414,933</b>	<b>1,844,513</b>	<b>(1,810,404)</b>	<b>3,449,042</b>		
<b>6225 Self-Insurance Reserve</b>	Opening Balance	Opening Balance	2,313,031			2,313,031		
	Interest	Interest Earned		24,007		24,007		
	Operating Transfer	Transfer from Operating 3100 Transit Transportation			47,286		47,286	
		Transfer from Operating 2490 Corporate Municipal			486,593		486,593	
		Transfer from Operating 3510 Sewer Admin			21,142		21,142	
		Transfer from Operating 3705 Water Distribution			8,196		8,196	
	Direct from Reserve Expense	Self Insurance Claims Payments - 2022				(525,000)	(525,000)	
<b>6225 Self-Insurance Reserve Total</b>			<b>2,313,031</b>	<b>587,224</b>	<b>(525,000)</b>	<b>2,375,255</b>		

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022
<b>6230 Façade Improvement Loan</b>	Opening Balance	Opening Balance	24,666			24,666
	Interest	Interest Earned	647			647
<b>6230 Façade Improvement Loan Total</b>			<b>25,313</b>			<b>25,313</b>
<b>6235 YMCA Reserve</b>	Opening Balance	Opening Balance	600,000			600,000
	Interest	Investment Interest		12,000		12,000
	Direct from Reserve Expense	YMCA Payments - 2022			(12,000)	(12,000)
<b>6235 YMCA Reserve Total</b>			<b>600,000</b>	<b>12,000</b>	<b>(12,000)</b>	<b>600,000</b>
<b>6240 Strangway Centre Endowment</b>	Opening Balance	Opening Balance	151,378			151,378
	Interest	Investment Interest		2,000		2,000
	Direct from Reserve Expense	Annual Interest Payment Strangway - 2022			(2,000)	(2,000)
<b>6240 Strangway Centre Endowment Total</b>			<b>151,378</b>	<b>2,000</b>	<b>(2,000)</b>	<b>151,378</b>
<b>6250 Elm-High-Ex-Wood Park</b>	Opening Balance	Opening Balance	5,039			5,039
	Interest	Interest Earned	44			44
<b>6250 Elm-High-Ex-Wood Park Total</b>			<b>5,083</b>			<b>5,083</b>
<b>6265 Airport</b>	Opening Balance	Opening Balance	404,764			404,764
	Senior Government Grants	RATI funding (Regional Air Transportation Initiative) - 2021		1,682,600		1,682,600
		RATI funding (Regional Air Transportation Initiative) - 2022		920,000		920,000
	Interest	Interest Earned		1,056		1,056
	Direct from Reserve Expense	Regional Air Transportation Initiative (non capital) - 2021;RATI funding			(407,701)	(407,701)
	Capital Projects	Regional Air Transportation Initiative - 2021 (RATI funding) Hangar - Add't Funds (RATI funding) - 2022			(1,271,731) (920,000)	(1,271,731) (920,000)
	Equipment/Fleet Replacement	Sweeper - ACAP - 2021			(375,000)	(375,000)
<b>6265 Airport Total</b>			<b>404,764</b>	<b>2,603,656</b>	<b>(2,974,432)</b>	<b>33,988</b>
<b>6270 Legacy Fund</b>	Opening Balance	Opening Balance	50,099			50,099
	Interest	Interest Earned		421		421
	Operating Transfer	Transfer to Operating 4601 Recreation Programs - Kids Funfest - 2022			(2,400)	(2,400)
<b>6270 Legacy Fund Total</b>			<b>50,099</b>	<b>421</b>	<b>(2,400)</b>	<b>48,120</b>
<b>6300 Business Park</b>	Opening Balance	Opening Balance	733,878			733,878
	Senior Government Grants	Council Approved - Ontario Investment Ready: Certified Site Program (multi-year)		42,771		42,771
	Interest	Interest Earned		6,141		6,141
	Other Revenue	Lease Revenue		8,433		8,433
	Direct from Reserve Expense	Council Approved - Ontario Investment Ready: Certified Site Program 2019			(66,404)	(66,404)
		Council Approved - Traffic Study			(25,136)	(25,136)
		402 Business Park development strategies - 2022			(75,000)	(75,000)
	Business Park Review - External Study - 2021			(75,000)	(75,000)	
	Lawn Maintenance			(9,936)	(9,936)	
<b>6300 Business Park Total</b>			<b>733,878</b>	<b>57,345</b>	<b>(251,476)</b>	<b>539,748</b>
<b>6305 Perch Creek Harbour</b>	Opening Balance	Opening Balance	138,130			138,130
	Interest	Interest Earned		1,214		1,214
<b>6305 Perch Creek Harbour Total</b>			<b>138,130</b>	<b>1,214</b>		<b>139,343</b>
<b>6340 Bluewater Gymnastics</b>	Opening Balance	Opening Balance	169,766			169,766
	Interest	Interest Earned		1,491		1,491
	Other Revenue	Lease Revenue		23,664		23,664
	Direct from Reserve Expense	Principal Loan Repayment (Bluewater Gymnastics Building) - 2022			(21,182)	(21,182)
<b>6340 Bluewater Gymnastics Total</b>			<b>169,766</b>	<b>25,155</b>	<b>(21,182)</b>	<b>173,739</b>
<b>6350 Development Contingency</b>	Opening Balance	Opening Balance	45,173			45,173
	Interest	Interest Earned		399		399
<b>6350 Development Contingency Total</b>			<b>45,173</b>	<b>399</b>		<b>45,572</b>
<b>6365 Sarnia Harbour</b>	Opening Balance	Opening Balance	2,897,150			2,897,150
	Interest	Interest Earned		25,453		25,453
	Operating Transfer	Transfer from Operating 2066 Sarnia Harbour		453,100		453,100
<b>6365 Sarnia Harbour Total</b>			<b>2,897,150</b>	<b>478,553</b>		<b>3,375,703</b>
<b>6370 Canatara Park Projects</b>	Opening Balance	Opening Balance	111,734			111,734
	Interest	Interest Earned		982		982
<b>6370 Canatara Park Projects Total</b>			<b>111,734</b>	<b>982</b>		<b>112,716</b>
<b>6375 Airport Operator</b>	Opening Balance	Opening Balance	145,648			145,648
	Interest	Interest Earned		4,344		4,344
	Reserve Transfer	Transfer from 6615 Capital Infrastructure - Airport Operator Liquidity Support		400,000		400,000
	Direct from Reserve Expense	Airport Operator Liquidity Support - 2022			(400,000)	(400,000)
<b>6375 Airport Operator Total</b>			<b>145,648</b>	<b>404,344</b>	<b>(400,000)</b>	<b>149,993</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022
<b>6380 Tourism Infrastructure Reserve Fund</b>						
	Opening Balance	Opening Balance	103,189			103,189
	Interest	Interest Earned		1,288		1,288
	Other Revenue	ORMHA - MAT TAX revenue - 2022		97,000		97,000
	Direct from Reserve Expense	Ontario Restaurant Hotel and Motel Association - 2022			(1,250)	(1,250)
<b>6380 Tourism Infrastructure Reserve Fund Total</b>			<b>103,189</b>	<b>98,288</b>	<b>(1,250)</b>	<b>200,227</b>
<b>6400 Election Expenses</b>						
	Opening Balance	Opening Balance	340,176			340,176
	Operating Transfer	Transfer to Operating 2100 Elections - 2022			(340,176)	(340,176)
<b>6400 Election Expenses Total</b>			<b>340,176</b>		<b>(340,176)</b>	<b>0</b>
<b>6450 Water Rates Stabilization</b>						
	Opening Balance	Opening Balance	2,740,489			2,740,489
<b>6450 Water Rates Stabilization Total</b>			<b>2,740,489</b>			<b>2,740,489</b>
<b>6470 Care-A-Van - Vehicle</b>						
	Opening Balance	Opening Balance	45,654			45,654
	Retired Debt	Retired Debt		17,706		17,706
<b>6470 Care-A-Van - Vehicle Total</b>			<b>45,654</b>	<b>17,706</b>		<b>63,360</b>
<b>6515 Police Building</b>						
	Opening Balance	Opening Balance	348,526			348,526
	Operating Transfer	Transfer from Operating 2625 Police - Station		450,000		450,000
	Direct from Reserve Expense	Direct from Reserves - Replacement Fire Alarm Panel - 2019			(65,000)	(65,000)
		Direct from Reserves - Furnishings - 2020			(4,939)	(4,939)
		Direct from Reserves - Customer Service Renovations - 2020			(11,774)	(11,774)
		Furnishings - 2021			(20,000)	(20,000)
		Building Upgrades - 2022			(155,000)	(155,000)
		Furnishings - 2022			(20,000)	(20,000)
	Capital Projects	Police - Building Upgrades - 2021			(200,000)	(200,000)
		Capital Building Upgrades - 2022			(150,000)	(150,000)
<b>6515 Police Building Total</b>			<b>348,526</b>	<b>450,000</b>	<b>(626,713)</b>	<b>171,814</b>
<b>6520 911 Equipment</b>						
	Opening Balance	Opening Balance	394,924			394,924
	Operating Transfer	Transfer from Operating 2610 Police - Communications		400,000		400,000
	Other Revenue	Lease Revenue		2,700		2,700
	Direct from Reserve Expense	Upgrades Next Generation 911 - 2022			(35,000)	(35,000)
	Capital Projects	Upgrades Next Generation 911 - 2021			(281,239)	(281,239)
		Upgrades Next Generation 911 - 2022 (Capital)			(360,000)	(360,000)
<b>6520 911 Equipment Total</b>			<b>394,924</b>	<b>402,700</b>	<b>(676,239)</b>	<b>121,386</b>
<b>6525 Works Equipment</b>						
	Opening Balance	Opening Balance	2,759,921			2,759,921
	Operating Transfer	Transfer to Operating 3005 PW Admin - 2022			(100,000)	(100,000)
		Transfer to Operating 3015 Work Centre - 2022			(610,848)	(610,848)
		Transfer to Operating 3020 Equipment Maintenance - 2022			(1,360,656)	(1,360,656)
	Equipment/Fleet Replacement	Equipment (Fleet) Replacement - 2021			(1,045,297)	(1,045,297)
		Equipment (Fleet) Replacement - 2022			(1,500,000)	(1,500,000)
		Direct from Reserves - Compost Site Loader - 2021			(436,748)	(436,748)
	Other	Sale of Vehicles/Equipment		56,145		56,145
	Operating Transfer - Fleet Contribution	Transfer from Operating 2022 IT - Vehicle Contribution		9,800		9,800
		Transfer from Operating 2052 Property - Vehicle Contribution		36,200		36,200
		Transfer from Operating 3005 PW Admin - Vehicle Contribution		22,200		22,200
		Transfer from Operating 3008 Road Maintenance Rural - Vehicle Contribution		378,212		378,212
		Transfer from Operating 3009 Street Maintenance Concrete - Vehicle Contribution		123,900		123,900
		Transfer from Operating 3010 Street Maintenance Urban - Vehicle Contribution		364,700		364,700
		Transfer from Operating 3011 Street Maintenance Winter - Vehicle Contribution		445,500		445,500
		Transfer from Operating 3015 Work Centre - Vehicle Contribution		118,300		118,300
		Transfer from Operating 3034 Engineering Traffic - Vehicle Contribution		8,600		8,600
		Transfer from Operating 3035 Engineering Development - Vehicle Contribution		24,561		24,561
		Transfer from Operating 3036 Engineering Construction - Vehicle Contribution		45,000		45,000
		Transfer from Operating 3040 Municipal Drains - Vehicle Contribution		8,600		8,600
		Transfer from Operating 3500 Sanitary Sewer Maintenance - Vehicle Contribution		365,300		365,300
		Transfer from Operating 3501 Pump Station Maintenance - Vehicle Contribution		96,400		96,400
		Transfer from Operating 3505 WPCC - Vehicle Contribution		40,800		40,800
		Transfer from Operating 3506 BG Lagoons - Vehicle Contribution		10,300		10,300
		Transfer from Operating 3507 Bio-Solids - Vehicle Contribution		26,900		26,900
		Transfer from Operating 3705 Water Distribution - Vehicle Contribution		324,400		324,400
		Transfer from Operating 3706 Lead Reduction - Vehicle Contribution		9,000		9,000

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022	
<b>6525 Works Equipment</b>	Operating Transfer - Fleet Contribution	Transfer from Operating 3880 Garbage Recycling - Vehicle Contribution		35,300		35,300	
		Transfer from Operating 4510 General Park Maintenance - Vehicle Contribution		696,400		696,400	
		Transfer from Operating 4511 Sports Field Maintenance - Vehicle Contribution		3,700		3,700	
		Transfer from Operating 4515 Greenhouse - Vehicle Contribution		11,000		11,000	
		Transfer from Operating 4551 Arboriculture - Vehicle Contribution		379,600		379,600	
		Transfer from Operating 4700 Arenas Admin - Vehicle Contribution		26,600		26,600	
		Transfer from Operating 4705 Sarnia Arena - Vehicle Contribution		32,500		32,500	
		Transfer from Operating 4708 Clearwater Arena - Vehicle Contribution		41,000		41,000	
		Transfer from Operating 4710 PASA - Vehicle Contribution		72,400		72,400	
		Transfer from Operating 5020 Building Department - Vehicle Contribution		24,100		24,100	
		Transfer from Operating 5035 By-Law Enforcement - Vehicle Contribution		53,314		53,314	
		Transfer from Operating 2780 Emergency Management - Vehicle Contribution		60,615		60,615	
		Transfer from Operating 3885 Compost - Vehicle Contribution		100,000		100,000	
		<b>6525 Works Equipment Total</b>			<b>2,759,921</b>	<b>4,051,347</b>	<b>(5,053,549)</b>
<b>6565 Police Operating Contingency</b>	Opening Balance	Opening Balance	649,084			649,084	
	Capital Projects	Radio Communication System - 2020			(95,000)	(95,000)	
<b>6565 Police Operating Contingency Total</b>			<b>649,084</b>		<b>(95,000)</b>	<b>554,084</b>	
<b>6580 Tax Stabilization</b>	Opening Balance	Opening Balance	3,000,640			3,000,640	
	Direct from Reserve Expense	Council Approved - 1616 Blackwell Road - Failed Tax Sale Write Off - 2020			(122,550)	(122,550)	
		Tax Appeals - 2022			(600,000)	(600,000)	
<b>6580 Tax Stabilization Total</b>			<b>3,000,640</b>		<b>(722,550)</b>	<b>2,278,090</b>	
<b>6581 Operating Contingency</b>	Opening Balance	Opening Balance	11,532,417			11,532,417	
	Operating Transfer	Transfer to Operating 2490 Corporate Municipal - 2022			(2,939,949)	(2,939,949)	
		Transfer to Operating 2050 Clerks - 2022			(70,970)	(70,970)	
<b>6581 Operating Contingency Total</b>			<b>11,532,417</b>	<b>0</b>	<b>(3,010,919)</b>	<b>8,521,498</b>	
<b>6585 Tax Stabilization - Transit</b>	Opening Balance	Opening Balance	458,969			458,969	
	Operating Transfer	Transfer from Operating 1055 Taxation Transit Area		30,000		30,000	
	Direct from Reserve Expense	Tax Appeals - 2022			(30,000)	(30,000)	
	<b>6585 Tax Stabilization - Transit Total</b>			<b>458,969</b>	<b>30,000</b>	<b>(30,000)</b>	<b>458,969</b>
<b>6590 Sewer Rates Stabilization</b>	Opening Balance	Opening Balance	1,371,452			1,371,452	
<b>6590 Sewer Rates Stabilization Total</b>			<b>1,371,452</b>			<b>1,371,452</b>	
<b>6595 Police Equipment</b>	Opening Balance	Opening Balance	708,518			708,518	
	Senior Government Grants	CISO Grant		8,000		8,000	
	Operating Transfer	Transfer from Operating 2625 Police - Station		700,000		700,000	
		Transfer from Operating 2500 Fire Officers		99,000		99,000	
	Other Revenue	Sale of Vehicles		40,000		40,000	
	Direct from Reserve Expense	Direct from Reserves - Vehicle Uplifting - 2020				(40,000)	(40,000)
		Direct from Reserves - Police Equipment (nightlights/service pistols) - 2020				(19,064)	(19,064)
		Direct from Reserves - Equipment - Bicycle Unit - 2020				(1,000)	(1,000)
		Direct from Reserves - Civil Remedies Grant Expenditures - 2020				(19,428)	(19,428)
		Police Equipment - 2022				(55,000)	(55,000)
		Police Technology - 2022				(9,200)	(9,200)
		Systems & Software - 2022				(150,000)	(150,000)
		Capital Projects	Police Technology - 2021 (Capital)			(1,179)	(1,179)
	Equipment/Fleet Replacement	Direct from Reserves - Vehicle (Fleet) Replacement - Police - 2019				(24,410)	(24,410)
		Direct from Reserves - Vehicle (Fleet) Replacement - Police - 2020				(300,073)	(300,073)
Vehicle (Fleet) Replacement - Police - 2021					(329,660)	(329,660)	
Vehicle (Fleet) Replacement - Police - 2022					(365,000)	(365,000)	
<b>6595 Police Equipment Total</b>			<b>708,518</b>	<b>847,000</b>	<b>(1,314,014)</b>	<b>241,504</b>	

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022	
<b>6614 Capital Infrastructure - Transit</b>	Opening Balance	Opening Balance	1,458,940			1,458,940	
	Retired Debt	Retired Debt		198,783		198,783	
	Operating Transfer	Transfer from Operating 3120 Transit Premises			40,000		40,000
		Transfer from Operating 3170 Care-A-Van			15,000		15,000
		Transfer from Operating 1055 Taxation - Transit Area - Asset Management			166,483		166,483
		Transit COVID Impacts (Safe Restart Funding - phase 1, phase 2, phase 3) - 2022				(698,929)	(698,929)
	Other Revenue	Depreciation Charges - Pt Edward		1,239		1,239	
	Capital Projects	Transit Fare Smart Card System (Safe Restart Funding - phase 1) - 2021				(17,719)	(17,719)
		Transit Maintenance Equipment Upgrades & Replacements - 2021				(95,345)	(95,345)
		Fleet Upgrades - Fare Boxes & Radios - 2021				(24,630)	(24,630)
		Transit Maintenance Equipment Upgrades & Replacements - 2022				(102,680)	(102,680)
		Clearwater Terminal Add't Funds - 2022				(750,000)	(750,000)
	<b>6614 Capital Infrastructure - Transit Total</b>			<b>1,458,940</b>	<b>421,505</b>	<b>(1,689,302)</b>	<b>191,142</b>
<b>6615 Capital Infrastructure</b>	Opening Balance	Opening Balance	21,893,358			21,893,358	
	Senior Government Grants	National Trade Corridor Grant - Oversize Load Corridor - 2021		1,330,141		1,330,141	
		Direct to Reserves - SWODF - Oversize Load Corridor - 2021		230,000		230,000	
		National Trade Corridor Grant - Oversize Load Corridor - 2022		800,000		800,000	
		SWODF - Oversize Load Corridor - 2022		360,000		360,000	
		OTB - Community building fund - Tecumseh Park/Norma Cox Centre - 2022		367,900		367,900	
		ATF Grant - Active Transportation Master Plan - 2022		50,000		50,000	
		National Trade Corridor Grant - Oversize Load Corridor - 2022A		269,416		269,416	
	Donation	Mobile Command Vehicle Replacement - 2021		100,000		100,000	
		Imperial Oil - Waterfront Sign - 2022		55,000		55,000	
		Fire House Subs - 2022		14,296		14,296	
	Retired Debt	Retired Debt		4,931,631		4,931,631	
	Operating Transfer	Internal Debt - Principle and Interest 5500 - 05780/05781		87,094		87,094	
		Transfer from Operating 1200 Ontario Grants Unconditional - OMPF		256,133		256,133	
		Transfer from Operating 3125 Transit Admin		47,805		47,805	
		Transfer from Operating 3510 Sewer Admin		90,345		90,345	
		Transfer from Operating 3705 Water Distribution		57,595		57,595	
		Transfer from Operating 2490 Corp Municipal		3,704,923		3,704,923	
		Transfer from Operating 1350 Other Revenue - Interest Allocation		264,924		264,924	
		Transfer from Operating 1350 Other Revenue - Slot Revenue		400,000		400,000	
		Transfer from Operating 2490 Corp Municipal - Asset Management		2,971,504		2,971,504	
		Transfer to Operating 3008 Roads Maintenance - Rural - Asset Management (Vehicle Contribution Increase)				(65,916)	(65,916)
		Transfer to Operating 3009 Streets Maintenance - Concrete - Asset Management (Vehicle Contribution Increase)				(7,731)	(7,731)
		Transfer to Operating 3010 Streets Maintenance - Urban - Asset Management (Vehicle Contribution Increase)				(18,129)	(18,129)
		Transfer to Operating 3011 Winter Maintenance - Asset Management (Vehicle Contribution Increase)				(9,682)	(9,682)
		Transfer to Operating 3040 Municipal Drains - Asset Management (Vehicle Contribution Increase)				(2,150)	(2,150)
		Transfer to Operating 3880 Recycling & Comport Collection - Asset Management (Vehicle Contribution Increase)				(2,866)	(2,866)
		Transfer to Operating 4510 General Park Maintenance - Asset Management (Vehicle Contribution Increase)				(77,975)	(77,975)
		Transfer to Operating 4551 Aboriculture - Asset Management (Vehicle Contribution Increase)				(86,400)	(86,400)
		Transfer to Operating 4700 Arenas Admin - Asset Management (Vehicle Contribution Increase)				(3,150)	(3,150)
		Transfer to Operating 4705 Sarnia Arena - Asset Management (Vehicle Contribution Increase)				(4,125)	(4,125)
		Transfer to Operating 4708 Clearwater Arena - Asset Management (Vehicle Contribution Increase)				(4,625)	(4,625)
		Transfer to Operating 4710 PASA - Asset Management (Vehicle Contribution Increase)				(10,600)	(10,600)
		Transfer to Operating 5035 By-Law Enforcement - Asset Management (Vehicle Contribution Increase)				(2,550)	(2,550)
		Other Revenue	Fire Marque Cost Recovery Program		22,039		22,039
			Sting Surcharge Revenue		130,000		130,000
		Reserve Transfer	Airport Operator Liquidity Support - 2022				(400,000)

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022	
<b>6615 Capital Infrastructure</b>	Direct from Reserve						
	Expense	Direct from Reserves - Air Monitoring Equipment - 2019			(9,681)	(9,681)	
		Direct from Reserves - Scott Road Lagoons Environmental Study - 2019			(100,000)	(100,000)	
		Direct from Reserves - St. Clair Region Conservation Authority Floodplain Pilot Project - 2019			(24,000)	(24,000)	
		Donation Expenses - CN (Hazmat Materials)			(17,828)	(17,828)	
		Donation Expenses - Enbridge Donation			(2,982)	(2,982)	
		Council Approved - Faithorne Architechual Design - 2019			(16,129)	(16,129)	
		Direct from Reserves - Parking Ticket System - 2020			(70,000)	(70,000)	
		Direct from Reserves - Hose & Nozzles - 2020			(20,000)	(20,000)	
		Growth Management Consulting Services - 2020			(124,885)	(124,885)	
		iCity Online & Property Tax eBilling Module- 2021			(15,000)	(15,000)	
		Emergency Operations Centre (EOC) Revitalization - 2021			(12,227)	(12,227)	
		Emergency Managment Trailer Upgrades - 2021			(6,835)	(6,835)	
		Warning Sirens Replacement - 2021			(58,051)	(58,051)	
		Waterfront Masterplan - 2021			(3,663)	(3,663)	
		Urban Forest Management Plan - 2021			(137,109)	(137,109)	
		Community Improvement Plan Initiatives - 2021			(180,518)	(180,518)	
		Election Support Services - 2021			(100,000)	(100,000)	
		Park Revitalization Strategy Consultant - 2021			(16,314)	(16,314)	
		Direct from Reserves - Fire Records Management System Upgrade - 2020			(40,000)	(40,000)	
		Park Infrastructure - Playground Equipment Feasibility Study			(9,876)	(9,876)	
		Accessible Pathway at Heritage Park to Remembrance Day Memorial Garden - 2021			(60,000)	(60,000)	
		H&S and Insurance Claim Management Solution - 2022			(68,000)	(68,000)	
		Pipe Racking - 2022			(30,000)	(30,000)	
		Capital Planning Software Module - 2022			(40,000)	(40,000)	
		Demonstration Plan - 2022			(15,000)	(15,000)	
		Intensification Guidelines - 2022			(25,000)	(25,000)	
		Dev. Area 2 Secondary Plan Update - 2022			(100,000)	(100,000)	
		Subdivision Design Guidelines - 2022			(40,000)	(40,000)	
		Commercial Land Strategy - 2022			(90,000)	(90,000)	
		Canatara Park- pilot project of inground dumpsters - 2022			(20,000)	(20,000)	
		City hall – exterior railing replacement - 2022			(30,000)	(30,000)	
		Kiwanis community centre repairs - 2022			(40,000)	(40,000)	
		Sarnia Arena – Rubber flooring replacement - 2022			(50,000)	(50,000)	
		CIP Mitton Village – annual CIP grant funding - 2022			(75,000)	(75,000)	
		Sydney Smith Dock Fencing - 2022			(55,000)	(55,000)	
		Risk, Security and Health and Safety Site Reviews - 2022			(20,000)	(20,000)	
		New Council Training - 2022			(20,000)	(20,000)	
		Disc Golf Course - 2022			(25,000)	(25,000)	
		Ice Suits - Fire Services - 2022			(9,000)	(9,000)	
		Hose & Nozzles - 2022			(25,000)	(25,000)	
		Weather alerting - 2022			(7,000)	(7,000)	
		Emergency Managment Trailer Upgrades - 2022			(15,000)	(15,000)	
		Warning Sirens Replacement - 2022			(60,000)	(60,000)	
		Waste Management Strategy - 2022			(100,000)	(100,000)	
		Operational Facilities - Preliminary Studies & Design Services - 2022			(133,333)	(133,333)	
		Engineering Plotter - 2022			(13,333)	(13,333)	
		Active Transportation Masterplan			(175,000)	(175,000)	
		Council Chambers - IT - 2022			(2,801)	(2,801)	
		Capital Projects	Capital - Compost Site Improvements - 2019			(19,424)	(19,424)
		Capital - Mission Park Parking Lot Redevelopment - 2019			(16,000)	(16,000)	
		Capital - New Colborne Road Fire Hall - 2017			(18,579)	(18,579)	
		Capital - New Colborne Road Fire Hall - 2018			(250,000)	(250,000)	
		Capital - Oversized Load Corridor - 2019			(275,587)	(275,587)	
		Capital - Police Radio Communication System - 2019			(297,949)	(297,949)	
		Capital - Rehabilitation of Various Structures (Bridges & Culverts) - 2019			(284,696)	(284,696)	
		Council Approved - Core IT Infrastructure - 2018			(22,825)	(22,825)	
	Capital - Road Rehabilitation - 2020			(50,641)	(50,641)		
	Capital - Oversized Load Corridor (Cestar Donation) - 2019			(604,576)	(604,576)		
	Capital - Capital Project Management & TCA Software - 2020			(4,207)	(4,207)		
	Capital - Corporate Customer Relationship Management System - 2020			(50,000)	(50,000)		
	Capital - Ferry Dock Hill - 2020			(162,400)	(162,400)		
	Capital - Fire Station 1 AODA Improvements - 2020			(49,712)	(49,712)		
	Capital - Fire Station 4 Facility Rehabilitation - 2020			(114,297)	(114,297)		
	Capital - Oversized Load Corridor (Cestar Donation) - 2020			(1,000,000)	(1,000,000)		
	Capital - Oversized Load Corridor (SWODF Funding) - 2020			(43,190)	(43,190)		
	Capital - Public Works Facilities - 2020			(33,334)	(33,334)		
	Capital - Sports & Recreation - 2020			(54,226)	(54,226)		
	Capital - Energy Efficiency Projects - 2020			(147,050)	(147,050)		
	Capital - IT Hardware Asset Lifecycle - 2020			(26,161)	(26,161)		
	Capital - Fire Station 3 Demolition, Design & Construction - 2020			(100,000)	(100,000)		
	Capital - Plank Road Reconstruction - 2020			(42,000)	(42,000)		
	Capital - Streetlights - 2020			(3,219)	(3,219)		
	Capital - Transportation Master Plan & Streetscape Improvements - 2020			(101,427)	(101,427)		

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022
6615 Capital Infrastructure	Capital Projects	Capital - Transit Signal Priority & Accessibility - 2020			(100,013)	(100,013)
		Plank Road Reconstruction - 2021			(70,437)	(70,437)
		Sport Field Development - Germain Park Field - 2021			(1,741)	(1,741)
		Traffic Signals - Confederation st - 2021			(16,984)	(16,984)
		Neighbourhood Playground Equipment - 2021			(25,000)	(25,000)
		Sarnia Library Improvements - 2021			(60,666)	(60,666)
		Accessibility Improvement Projects - 2021			(80,677)	(80,677)
		Fleet Radio & GPS Units - 2021			(75,407)	(75,407)
		Active Transportation Projects - 2021			(19,270)	(19,270)
		Clearwater Arena Improvements - Lighting - 2021			(49,717)	(49,717)
		Clearwater Arena Improvements - Roof Replacement - 2021			(27,694)	(27,694)
		Sarnia Arena Improvements - Accessible Seating - 2021			(23,608)	(23,608)
		Sarnia Arena Improvements - Gutters & Downspout Replacements - 2021			(21,812)	(21,812)
		Sarnia Arena Improvements - Refrigeration Condenser Replacement - 2021			(25,117)	(25,117)
		PASA Improvements - Roof Replacement (Phase II) - 2021			(52,422)	(52,422)
		PASA Improvements - Sting Dressing Room - 2021			(600,000)	(600,000)
		PASA Improvements - Universal/Accessibly Dressing Room - 2021			(300,000)	(300,000)
		City Hall Building Improvements - 2021			(88,248)	(88,248)
		Sport & Recreation - Germain Arena Demolition - 2021			(17,024)	(17,024)
		Electronic Documents & Records Management System - 2021			(100,000)	(100,000)
		Fire Station 3 Demolition, Design & Construction - 2021			(90,000)	(90,000)
		Fire Truck Replacement - 2021			(1,482,706)	(1,482,706)
		Self Contained Breathing Apparatus (SCBA) - 2021			(710,000)	(710,000)
		Fire Station 1 Roof Replacement - 2021			(123,802)	(123,802)
		Mobile Command Vehicle Replacement - 2021			(598,635)	(598,635)
		Mobile Command Vehicle Replacement (Donations) - 2021			(200,000)	(200,000)
		Oversized Load Corridor (Cestar Donation) - 2021			(1,000,000)	(1,000,000)
		Oversized Load Corridor (NTC Funding) - 2021			(1,453,148)	(1,453,148)
		Oversized Load Corridor (SWODF Funding) - 2021			(40,000)	(40,000)
		Michigan Landfill Remedial Measures - 2021			(60,308)	(60,308)
		Public Works Facilities - 651 Devine St - 2021			(12,367)	(12,367)
		Rapids Pkwy Extension -2021			(34,425)	(34,425)
		Shoreline Protection - 2021			(1,352,499)	(1,352,499)
		Shoreline Protection - Emergency Repairs - 2021			(303,044)	(303,044)
		Sport & Recreation - Norm Perry Park Tennis Court Demolition - 2021			(333)	(333)
		Sport & Recreation - Strangway Centre Gym Expansion - 2021			(142,979)	(142,979)
		Streetlights - 2021			(280,045)	(280,045)
		Transit Signal Priority & Accessibility - 2021			(100,000)	(100,000)
		Transportation Master Plan & Streetscape Improvements - 2021			(300,000)	(300,000)
		Cow Creek Dredging - 2021			(275,402)	(275,402)
		Facility Access Control Systems - 2021			(24,773)	(24,773)
		Bunker Gear - 2021			(27,110)	(27,110)
		Human Resource Information & Payroll System - 2021			(276,237)	(276,237)
		Traffic Signal Infrastructure - 2021			(146,096)	(146,096)
		Traffic Signals - Confederation St - County Contribution - 2021			(35,833)	(35,833)
		Traffic Signals - Confederation St - Developer Contributions - 2021			(35,000)	(35,000)
		Soil Management Site -2021			(17,754)	(17,754)
		Clearwater Arena Library - 2021			(131,640)	(131,640)
		Lakeshore Road Watermain - Watermain Replacement - 2021			(540,000)	(540,000)
		Radio System & User Gear - 2022			(2,355,776)	(2,355,776)
		Former Michigan Landfill Remedial Measures - 2021			(300,000)	(300,000)
		Shoreline Protection - 2022			(850,000)	(850,000)
		Sarnia Library Improvements - 2022			(80,000)	(80,000)
		Tecumseh Splash pad resurfacing - 2022			(60,000)	(60,000)
		Parking Lot Reconstruction - 2022			(450,000)	(450,000)
		City Entrance Signage - 2022			(225,000)	(225,000)
		Facility Access Control Systems - 2022			(60,000)	(60,000)
		Active Transportation Projects - 2022			(351,720)	(351,720)
		Backup Solution - 2022			(80,000)	(80,000)
		Virtual Server Infrastructure - 2022			(90,000)	(90,000)
		Oversized Load Corridor - 2022			(2,270,584)	(2,270,584)
Oversized Load Corridor (NTC Funding) - 2022			(1,069,416)	(1,069,416)		
Oversized Load Corridor (SWODF Funding) - 2022			(360,000)	(360,000)		
Plank Road Reconstruction - 2022			(125,000)	(125,000)		
Streetlights - 2022			(100,000)	(100,000)		
Traffic Signals - 2022			(100,000)	(100,000)		
Transportation Master Plan & Streetscape Improvements - 2022			(100,000)	(100,000)		
Bunker Gear - 2022			(90,000)	(90,000)		
Tecumseh Park/Cox Youth Centre Improvements - 2022			(969,736)	(969,736)		
Playground Equipment Replacement - 2022			(300,000)	(300,000)		
Neighbourhood Parks - 2022			(110,000)	(110,000)		
Germain Park - 2022			(130,000)	(130,000)		
Sewer Separation - 2022			(250,000)	(250,000)		
Records Management System - 2022			(180,000)	(180,000)		
Accessibility Improvement Projects - 2022			(51,340)	(51,340)		
City Hall Building Improvements - 2022			(310,000)	(310,000)		
IT Hardware Asset Lifecycle - 2022			(365,000)	(365,000)		

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022	
<b>6615 Capital Infrastructure</b>	Capital Projects	Self Contained Breathing Apparatus (SCBA) Increase - 2022			(348,297)	(348,297)	
		Waterfront Sign (Imperial Oil Donation) - 2022			(55,000)	(55,000)	
		PASA Improvements (Roof Replacement) - 2022			(1,167,500)	(1,167,500)	
		PASA Improvements (Rink 2 Dehumidifier) - 2022			(150,000)	(150,000)	
		Strangway Centre HVAC (Re-allocation) - 2022			(40,000)	(40,000)	
		Tecumseh Park Security Upgrades - 2022 (re-allocated funds)			(82,500)	(82,500)	
		Tecumseh Park/ Norma Cox Centre Revitalization - 2021			(92,000)	(92,000)	
		Tecumseh Park/ Norma Cox Centre Revitalization (OTB- Community Building Fund Grant) - 2022			(367,900)	(367,900)	
		Sport & Recreation (Jackson Pool) - 2021			(1,000,000)	(1,000,000)	
		Clearwater Arena Library add't funds - 2022			(701,000)	(701,000)	
		Cathcart Blvd Intersection Add't Funds - 2022			(500,000)	(500,000)	
		Mitton St Parking Lot - Add't Funds - 2022			(130,000)	(130,000)	
		Skateboard Park Replacement (Tecumseh) - 2021			(150,000)	(150,000)	
		Sarnia Library HVAC (add't funding) - 2022			(108,545)	(108,545)	
		Transfer to Reserve 6619 - Cole Drain - 2014			(260,000)	(260,000)	
		Bights Grove Library - 2022			(350,000)	(350,000)	
		Avondale Park - add't funds - 2022			(148,800)	(148,800)	
		Equipment/Fleet Replacement	Equipment (Fleet) Replacement - Fire - 2021				(35,531)
	Equipment (Fleet) Replacement - Fire - 2022					(70,000)	(70,000)
	Third Party Contributions	Traffic Signals - Developer Contributions - 2021			35,000		35,000
Traffic Signals - County Contribution - 2021				35,833		35,833	
<b>6615 Capital Infrastructure Total</b>			<b>21,893,358</b>	<b>16,611,578</b>	<b>(35,866,588)</b>	<b>2,638,348</b>	
<b>6616 Capital Infrastructure - Sewer</b>	Opening Balance	Opening Balance	13,733,346			13,733,346	
	Senior Government Grants	Direct to Reserves - Small Community Funding (SCF) Sarnia Sewer Upgrade Project (2020)		177,780		177,780	
	Retired Debt	Retired Debt		2,659,511		2,659,511	
	Operating Transfer	Transfer from Operating 3500 Sanitary Sewer Maintenance			5,267,452		5,267,452
		Transfer from Operating 3600 Storm Sewer Maintenance			187,081		187,081
		Transfer from Operating 3500 Sanitary Sewer Maintenance - Asset Management			1,043,205		1,043,205
		Transfer from Operating 3600 Storm Sewer Maintenance - Asset Management			50,566		50,566
	Direct from Reserve Expense	WPCC Capacity & Alternate Solution Assessment Study - 2021				(300,000)	(300,000)
		Operational Facilities - Preliminary Studies & Design Services - 2022				(133,333)	(133,333)
		Engineering Plotter - 2022				(13,333)	(13,333)
		Council Approved - Removal of Biosolids (Sale of Lagoon) - 2022				(610,560)	(610,560)
		Combined Sewer areas - Alternate Design Options Study - 2022				(150,000)	(150,000)
		Capital Projects	Capital - Bio Solids Improvements - 2019				(197,602)
		Capital - Stormwater Management Facilities - 2018				(20,807)	(20,807)
		Capital - Bio Solids Improvements - 2020				(800,000)	(800,000)
		Capital - Pumping Station Improvements - 2020				(456,787)	(456,787)
		Capital - Sarnia Sewer Upgrade Project - 2020				(60,826)	(60,826)
		Bio Solids Improvements - 2021				(500,000)	(500,000)
		Public Works Facilities - 651 Devine St - 2021				(66,667)	(66,667)
		Public Works Facilities - 2100 Confed St - 2021				(21,666)	(21,666)
		WPCC Blower Upgrade - 2021				(16,011)	(16,011)
		Pumping Station Improvements #3 - 2021				(600,000)	(600,000)
		Pumping Station Improvements - #29 - Developer Contributions - 2021				(675,000)	(675,000)
		Soil Management Site - 2021				(35,508)	(35,508)
		Rapids Pkwy Extension - 2021				(107,000)	(107,000)
		Sarnia Sewer Upgrade Project - 2021				(6,000,000)	(6,000,000)
		Sewer Separation - 2021				(1,310,000)	(1,310,000)
		WPCC Window Replacements - 2021				(99,099)	(99,099)
		Sanitary Sewer Oversizing - 2021				(125,000)	(125,000)
		WPCC Emergency Generator - 2021				(363,904)	(363,904)
		WPCC Process Improvements - Programmable Logic Controllers - 2021				(207,532)	(207,532)
		Lakeshore Road Watermain - Watermain Replacement - 2021				(810,000)	(810,000)
		Bright's Grove Sewage Treatment Facility - 2022				(700,000)	(700,000)
		Plank Road Reconstruction - 2022				(312,500)	(312,500)
		Sewer Separation - 2022				(2,245,547)	(2,245,547)
		Bio Solids Improvements - 2022				(2,672,500)	(2,672,500)
		Pumping Station Improvements - 2022				(250,000)	(250,000)
		WPCC Process Improvements - 2022				(100,000)	(100,000)
		Sludge Mgmt Facility Upgrades (Increase) - 2022				(250,000)	(250,000)
		WPCC Window Replacements (Re-Allocation) - 2022				(331,667)	(331,667)
		WPCC Window Replacements (Increase) - 2022				(200,000)	(200,000)
	Third Party Contributions	Developer Levy			3,874		3,874
		Pumping Station Improvements - Developer Contributions - 2021			675,000		675,000
	<b>6616 Capital Infrastructure - Sewer Total</b>			<b>13,733,346</b>	<b>10,064,469</b>	<b>(20,742,850)</b>	<b>3,054,965</b>

**FORECASTED RESERVE AND RESERVE FUND BALANCES - DECEMBER 31, 2022**

Reserve	Project Type	Description	Opening Balance January 2022	Total Revenue	Total Spent / Committed	Forecasted Balance December 2022
<b>6617 Capital Infrastructure - Water</b>	Opening Balance	Opening Balance	12,530,636			12,530,636
	Operating Transfer	Transfer from Operating 3705 Water Distribution		4,934,015		4,934,015
		Transfer from Operating 3705 Water Distribution - Asset Management		988,561		988,561
	Direct from Reserve Expense	Operational Facilities - Preliminary Studies & Design Services - 2022			(133,333)	(133,333)
		Engineering Plotter - 2022			(13,333)	(13,333)
		Water System Model Calibration - 2022			(100,000)	(100,000)
	Capital Projects	Capital - Bio Solids Improvements - 2019			(197,602)	(197,602)
		Capital - Corrosion Protection Plan - 2019			(463,983)	(463,983)
		Capital - Water meter Replacement Project - 2016			(44,895)	(44,895)
		Capital - Water meter Replacement Project - 2017			(150,000)	(150,000)
		Capital - Plank Road Reconstruction - 2020			(150,000)	(150,000)
		Plank Road Reconstruction - 2021			(2,671,280)	(2,671,280)
		Public Works Facilities - 651 Devine St - 2021			(66,667)	(66,667)
		Backflow Prevention - 2021			(180,327)	(180,327)
		Soil Management Site - 2021			(35,508)	(35,508)
		Rapids Pkwy Extension - 2021			(394,000)	(394,000)
		Sewer Separation - 2021			(127,803)	(127,803)
		Capital - Watermain Replacement - 2020			(1,944,027)	(1,944,027)
		Lakeshore Road Watermain - Watermain Replacement - 2021			(1,350,000)	(1,350,000)
		Plank Road Reconstruction - 2022			(1,927,494)	(1,927,494)
		Sewer Separation - 2022			(1,117,104)	(1,117,104)
		Backflow Prevention - 2022			(100,000)	(100,000)
		Lead Reduction - 2022			(1,200,000)	(1,200,000)
		Water meter Replacement Project - 2022			(150,000)	(150,000)
		Vidal Street Bridge (Increase) - 2022			(305,012)	(305,012)
		WPCC Window Replacements (Re-Allocation) - 2022			(33,333)	(33,333)
		Gladwish Watermain Oversizing - 2022			(33,000)	(33,000)
		Watermain Replacement (LaSalle Connections) - 2022			(415,670)	(415,670)
		Watermain Replacement (Oldham) - 2022			(76,206)	(76,206)
		Watermain Replacement (donalda) - 2022			(540,371)	(540,371)
		Watermain Replacement (mandamin) - 2022			(762,062)	(762,062)
<b>6617 Capital Infrastructure - Water Total</b>			<b>12,530,636</b>	<b>5,922,576</b>	<b>(14,683,011)</b>	<b>3,770,201</b>
<b>6619 Municipal Drain Rehabilitation</b>	Opening Balance	Opening Balance	839,322			839,322
	Operating Transfer	Transfer from Operating 3040 Municipal Drains		150,000		150,000
	Direct from Reserve Expense	Council Approved - Griffin Drain Improvements - 2018			(30,000)	(30,000)
		Council Approved - Woods Drain - 2018			(64,871)	(64,871)
		Annual Drainage Expenditures - 2022			(100,000)	(100,000)
	Capital Projects	Cole Drain - 2014			(260,000)	(260,000)
		Transfer from Reserve 6615 - Cole Drain - 2014			(260,000)	(260,000)
<b>6619 Municipal Drain Rehabilitation Total</b>			<b>839,322</b>	<b>150,000</b>	<b>(714,871)</b>	<b>274,451</b>
<b>6635 Seaway Kiwanis Campus</b>	Opening Balance	Opening Balance	38,214			38,214
	Other Revenue	Rental Revenue		5,000		5,000
<b>6635 Seaway Kiwanis Campus Total</b>			<b>38,214</b>	<b>5,000</b>		<b>43,214</b>
<b>6650 Suncor Agora Capital</b>	Opening Balance	Opening Balance	218,617			218,617
<b>6650 Suncor Agora Capital Total</b>			<b>218,617</b>			<b>218,617</b>
<b>6900 Internal Borrowing Reserve</b>	Opening Balance	Opening Balance	(3,759,778)			(3,759,778)
	Reserve Transfer	Reserve Transfer - 6015 Development Charges (10 yr Bedford loan) - 2020			(4,064,969)	(4,064,969)
		Reserve Transfer - 6015 Development Charges (10 yr Rapids Pkwy Ext. loan) - 2021			(3,849,492)	(3,849,492)
		Reserve Transfer - From 6015 Development Charges (2020 10 Yr Loan Payback) - 2021		406,497		406,497
		Reserve Transfer - From 6015 Development Charges (2020 10 Yr Loan Payback) - 2022		824,250		824,250
		Reserve Transfer - From 6015 Development Charges (2021 10 Yr Loan Payback) -2022		384,949		384,949
<b>6900 Internal Borrowing Reserve Total</b>			<b>(3,759,778)</b>	<b>1,615,696</b>	<b>(7,914,461)</b>	<b>(10,058,543)</b>
<b>Forecasted Balance December 2022</b>			<b>110,822,940</b>	<b>86,526,807</b>	<b>(155,924,361)</b>	<b>41,425,387</b>