2020 Draft Operating & Capital Budgets

Cornwall
ONTARIO CANADA

City of Cornwall – 2020 Operating and Capital Budget

Every year, the City of Cornwall produces a municipal budget. As one of the City's most important documents, the budget is the blueprint that defines how resources are collected and allocated and sets priorities for municipal initiatives, programs and services.

The City of Cornwall is governed by a Council/Chief Administrative Officer (CAO) form of government. The CAO provides advice and guidance to Council while carrying out Council policies and programs.

The City provides municipal services to approximately 47,000 citizens within its boundaries and an additional 65,000 citizens of the United Counties of SDG for Social and Housing Services, Paramedic Services, and a Home for the Aged.

All municipalities are mandated through the Municipal Act to prepare a balanced budget annually, but the budget serves a more important role as a management and planning tool to guide the operations of the municipality on how City tax dollars will be utilized. The budget incorporates financial information on all approved and legislated municipal initiatives, programs and services, including their associated funding requirements. The budget is essential to the management of a municipality. The overall budget comprises two main components – the Operating Budget and the Capital Budget.

The Municipality has over 700 full-time employees providing a wide range of services and programs.

Services/programs include:

- Infrastructure and Municipal Works (roads, sidewalks and facilities);
- Public Transit;
- Recreation, Cultural Programs, Library;
- Protective Services (Policing, Fire and Paramedic);
- Social and Housing Services;
- Home for the Aged;
- Community Planning;
- Economic Development;
- Regulatory and Compliance;
- Environmental Stewardship.

City staff are responsible for overseeing numerous programs and services that keep the City running every day.

Financial stability is fundamental to the health of the community. Only with stable and sufficient revenues and planning of expenditures, will the City be able to care and provide for the needs and values of its residents.

2020 Budget Process Overview

Each year, staff put forward a preliminary budget for Council review. The Financial Services department coordinates the development of the budget document annually in conjunction with all City departments. All departments and the Senior Management Team worked collaboratively to prepare the 2020 budget. This includes both operating and capital budgets and 10-year capital forecast. The budget division oversees the process from departmental submissions through to publication of the approved budget document by Council. As part of the budget process, this division also coordinates budget submissions from Community Partners (EOHU, RRCA, Library, etc.).

The development of the City's budget is based on several supporting plans/documents: Asset Management Plans (FCapX, 2016; Dillion and Watson, 2014), the Water and Wastewater Financial Plan (Watson, 2015), Long-Term Financial Plan (KPMG, 2017), the Development Charges Background Study (Watson, 2017), and several departmental master plans.

The principles in the preparation of the annual budget may be summarized into the following:

- Maintain existing service levels;
- Incorporate long-term perspective;
- Establish linkages to Corporate and departmental plans;
- Identify and implement efficiencies;
- Keep tax levy reasonable;
- Ensure user fees for services are appropriate;
- Have planned capital projects ready for grant opportunities with upper levels of government (shovel-ready).

Sections 289, 290 and 291 of the *Municipal Act* outlines the regulations for a municipality's annual budget/multi-year budgeting process. Unlike federal and provincial budgets, municipal budgets must be balanced at the end of the year. Council is required to approve a balanced budget each calendar year (January 1–December 31), before final property taxes can be billed.

Although municipalities take different approaches to completing the annual budget exercise, the process generally follows a similar cycle.

Prepare	Draft	Review	Approve
Departments review and prepare budgets. CAO and Senior Management work to identify priorities.	CAO and Senior Management consider each department's feedback and prepares proposed budget.	Mayor and Council receive the proposed budget. Budget deliberation meetings are held.	Mayor and Council consider all feedback, adjust the budget to reflect any final changes, and approve the budget.

The budgeting process allows municipalities to prioritize projects, programs, and service levels based on anticipated revenue and expenses.

Council’s Strategic Priorities 2019-2022

On September 9, 2019, Council adopted its Strategic Plan for 2019-2022. The Strategic Plan is an important document that outlines Council's priorities, providing a vision and direction for Cornwall’s future.

Mission: To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents.

Vision: The City of Cornwall is recognized as a welcoming and healthy community with a strong municipal government providing effective services and infrastructure.

<u>Strategy "At a Glance" (2019-2022</u>)

Council has identified five (5) priorities for the period 2019-2022:

I. Waterfront development

II. Skilled workforce

III. Housing opportunities

IV. Economic development

V. Environmental sustainability

Within each of the priorities, Council has identified multiple initiatives.

The 2020 budget supports the Strategic Priorities of Council, by:

- Continuing to invest in the City’s infrastructure (including capital projects that will have a positive effect on the environment);
- Building a culture of continuous improvement for the Corporation through Lean initiatives;
- Implementing the Waterfront Plan;
- Setting funds aside in a Social Housing Regeneration Reserve earmarked for social housing units;
- Marketing and promoting Cornwall through Economic Development and Tourism initiatives;
- Providing education for recycling and reduction initiatives (including public space recycling);
- Utilizing beet juice as an anti-icing agent on roads (pilot program), which is said to be a more eco-friendly and cost-effective way to de-ice roads than using only salt;
- Moving forward with the renovation/addition of the Arts and Culture Centre.

The following specific items have been discussed at Council. Currently, funding has not been included in the 2020 budget for the following:

- Lighting in Lamoureux Park;
- Pop-up businesses in the park;
- Signs for a smoke-free waterfront;
- Energy and demand management initiatives (for City facilities).

Long-Term Financial Plan

In 2017, Council adopted a Long-Term Financial Plan (LTFP). The LTFP is an important part of the budgeting framework. It allows Council to monitor long term financial sustainability while working to address the needs and expectations of the community reflected in the Strategic Plan and related departmental plans and strategies.

The LTFP is designed to encourage progress towards the City's long-term financial goal of sustainability. Together with the City's strategic plan, Asset Management Plan (AMP), water/wastewater plans, and annual budgets, the LTFP is an effective component of the City's budget development and an integral part of ongoing planning efforts that support the delivery of community services.

The LTFP will assist the City with:

- ensuring long-term financial sustainability;
- delivering services in a cost-effective and efficient manner;
- identifying cost-recovery through user fees from consumers;
- managing the City's capital assets;
- using debt financing where appropriate;
- maintaining reserve and reserve funds at appropriate levels.

The model forecasts the City's capital and operating expenditures/revenues and addresses in detail, issues related to asset management (linear and other), adequacy of reserves, debt management, and property tax, as it relates to current levels of service and future growth.

The LTFP for the City of Cornwall was constructed upon two key building blocks: the implementation of life-cycle costing and a capital levy.

<u>Life-Cycle Costing</u>

Life-cycle costing is the process of estimating how much money will be spent on an asset over the course of its useful life. Life-cycling costing would be used to plan the replacement of the City's assets; such as, fleet and equipment replacement, facility capital maintenance, ITT infrastructure, traffic signal upgrades, and road resurfacing.

With life-cycle costing, the city would determine the assets expense at a future value, determine the annual reserve contribution and contribute this amount to a reserve over the useful life of the asset. By charging itself for the use of the asset, the City will build its reserve and fund capital from the reserve, significantly reducing the long-term cost of capital asset replacement.

To begin this initiative, following a recommendation in the LTFP, the City has implemented a flat contribution to the Recreation Facilities Reserve (2018 - $150,000; 2019 - $200,000; 2020 - $250,000) with annual contributions growing consistently to $1 million in 2025 and remaining flat for the remaining years of the plan.

<u>Capital Levy</u>

The capital levy will provide long-term financial support to the City's capital program. A capital levy is applied each year for projects that are typically not funded by long-term financing. A capital levy would be used to plan for the replacement of City's assets; such as, vehicles, equipment, culvert replacement, traffic lights, and street light pole replacement.

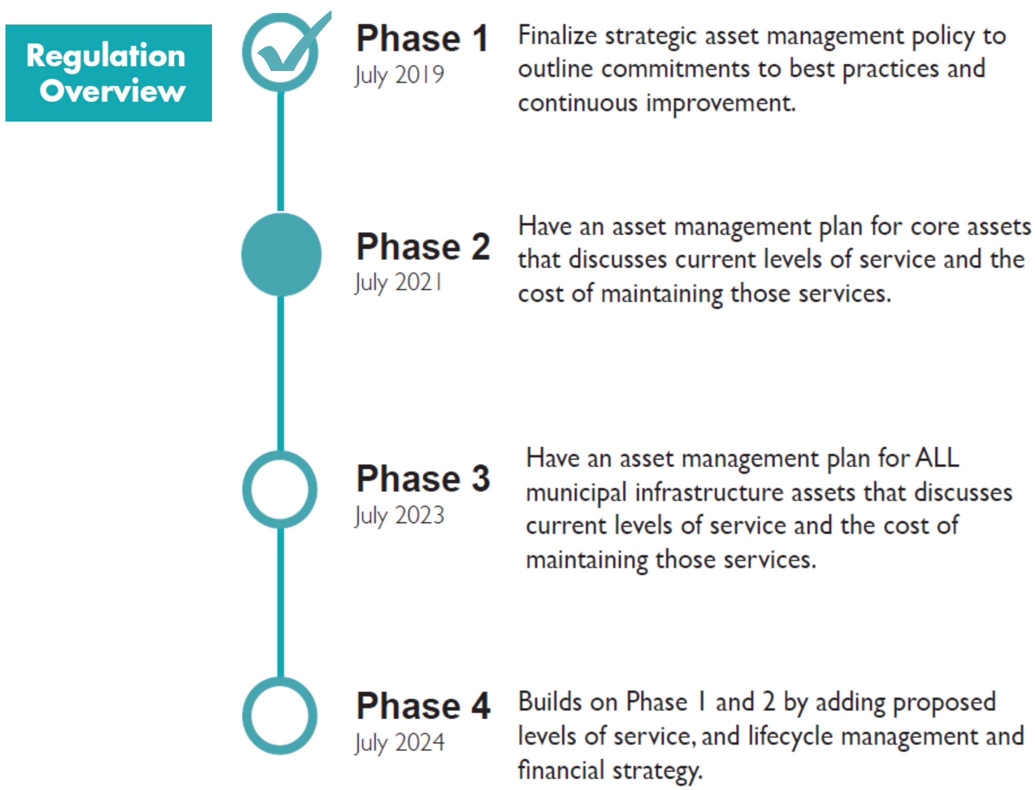
The LTFP gradually implements a capital levy as a percentage of net operating expenditures starting at 0.25% in year 2018, increasing every year to 2.0% in the year 2026. In 2020, the City will contribute $348,100 (2019 - $159,820) to the Equipment and Vehicles Reserve.

A capital levy will reduce the City's reliance on external debt financing and reduce the long-term cost of capital expenditures.

This financial planning model assisted in the preparation of the City's 2020 budget submission. The Financial Services department updates the LTFP every year after the budget is approved.

Asset Management Planning Regulation

In late 2017, the Province passed a new legislation through Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, which came into effect on January 1, 2018. The regulation sets out requirements for municipal asset management planning and reporting for the 444 municipalities in Ontario.



By July 1, 2019, every municipality was required to prepare and publish a strategic asset management policy. The policy complements and supports a municipality's strategic plan, affirms commitment to asset management principles and philosophies, aligns and integrates asset management into the municipalities key plans, guides the asset management process, and defines responsibilities and accountabilities for Council and Staff, forming a culture that values asset management and makes it a priority.

The City adopted its Asset Management Policy (FI-2019-06-24-1) on June 24, 2019 that meets the requirements of this section of the legislation. The City is required to review this policy at a minimum of every five (5) years from its effective date in order to continue to meet the legislation.

By July 1, 2021, all municipalities are required to develop an enhanced Asset Management Plan (AMP) for core infrastructure assets. These core assets are defined as water, wastewater, stormwater, roads, bridges and culverts. The AMP is to include current service levels, asset performance, condition, age, replacement cost, 10-year life-cycle costs, and funding required to maintain those service levels.

The 2020 capital budget includes a project for an AMP related to core assets in order to meet the requirement to have an updated AMP by July 1, 2021.

Asset Management Planning

Asset management is a municipality's plan for how to manage municipal infrastructure and forms the cornerstone of an effective asset management system. The objective of asset management planning is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner.

Asset management requires a thorough understanding of the characteristics and condition of infrastructure assets, as well as the service levels expected from them. It also involves setting strategic priorities to optimize decision-making, the best possible decisions regarding building, operating, maintaining, renewing, replacing, and disposing of infrastructure assets, and about how and when to proceed with investments. Finally, it requires the development of a financial plan, which is the most critical step in putting the plan into action.

An AMP incorporates detailed asset inventories, operational/maintenance tasks, and long-term financial planning to ensure that annual revenue, reserves, and reinvestment are sufficient to facilitate the long-term viability of the system.

The five major, generally recognized components of an AMP include:

- Performing an inventory and condition assessment of the system's assets;
- Defining level of service goals;
- Identifying critical assets;
- Establishing life-cycle costs; and
- Developing a long-term funding strategy.

Examples of benefits/outcomes that can be realized through asset management:

- Prolonging asset life and improving decisions about asset rehabilitation, repair, and replacement;
- Meeting consumer demands with a focus on system sustainability;
- Setting rates based on sound operational and financial planning;

- Budgeting focused on critical activities for sustained performance;
- Meeting service expectations and regulatory requirements;
- Improving responses to emergencies;
- Improving the security and safety of assets;
- Reducing overall costs for both operations and capital expenditures.

Included in future AMPs, for each year of the full 10-year period of the AMP, municipalities will explain why the proposed levels of service are appropriate, analyze life-cycle activities to consider the entire life-cycle and associated costs related to the assets, risks, and the financial viability; as well as, the funding available to support the plan.

The City continues to take a responsible and sustainable approach to asset management with annual contributions to Capital Reserves. This is to ensure that appropriate funding is available to replace and repair the City's $648 million (2016 replacement cost) worth of capital assets, both now and into the future.

Operating Budget

The operating budget includes resources for the day-to-day costs of delivering municipal services to residents. Costs associated with the delivery of services include salaries, contracted services, fuel, utilities, building materials and supplies. The operating budget also includes principal and interest payments (debt charges), transfer payments (RRCA, EOHU, etc.), and transfers to reserves. The City's 2020 operating expenditures decreased by $1.4 million (0.89%) when compared to the 2019 budget.

Funding for the services delivered by the City stems from three main sources: property taxes, user fees, and grants. Some grants, such as OMPF, can be applied towards general operating expenditures. However, most grants can only be used to fund specific programs; such as, Ontario Works, Child Care Services, Social Housing, Paramedic Services, and operations at the Glen-Stor-Dun Lodge.

The 2020 budget submission is supported by the following revenue sources:

- $77.7 million (45%) of total revenue comes from taxation, growth, supplementary taxation and payments in lieu;
- $61.5 million (35%) of provincial grants supporting, for the most part, Social and Housing Services, Paramedic Services, and GSDL;
- $19.4 million (11%) of revenue collected is from user fees and charges;
- $8.8 million (5%) is received from other municipalities;
- $6.5 million (4%) in internal recovery, and $627 thousand from reserves.

The City's 2020 operating revenues (excluding taxation) decreased by $2.2 million (2.21%) when compared to the 2019 budget.

Overall, including Police Services, the 2020 operating budget has increased by $1.4 million (1.98%) when compared to the 2019 budget.

The 2020 budget submissions by department and the supporting commentary are provided in the Operating section of the budget book.

Capital Budget

The capital budget funds the City's infrastructure that supports service delivery. Infrastructure is the term that is used to describe essential facilities, services, and structures the City owns which help make Cornwall a safe, convenient and livable community.

The City's infrastructure includes a transportation network of roads, bridges, bike lanes, and sidewalks. Recreation centres and playgrounds are community gathering places where people learn, play, stay healthy, and interact with one another. Ambulances, fire trucks, police vehicles, and snow plows are required to support emergency services and keep our city safe and accessible all year long.

The capital budget is the City's plan to purchase, build, maintain, repair and replace assets and includes infrastructure to support the delivery of services to residents, businesses, and visitors. Capital assets also directly and indirectly impact the City's operating budget as funds are needed to cover day-to-day operating expenses associated with the asset. The capital budget also funds Council's Strategic Priorities.

In 2016, the City developed an AMP for the years 2016 to 2025. In total, including water and wastewater assets, the assets owned by the City amount to a value in excess of $1.3 billion (2016 replacement dollars). The City's assets supported by the tax base are estimated at $648 million (2016 replacement dollars).

One of the City's responsibilities is to ensure city infrastructure meets the needs of the community and is well maintained. Capital expenditures are made to fund new infrastructure or improve existing infrastructure, and to deal with assets generally valued over $50,000 and having a lifespan greater than one year.

The capital budget indicates the funds needed for first year and multi-year projects of the 10-year capital plan. The 2020 capital budget is primarily funded from debt financing, other levels of government, reserves, and development charges.

The 2020 capital budget submission identifies projects that would be undertaken during the year and how each project will be funded. As part of the Capital section of the budget book, staff have provided commentary describing each project. The City updates and presents a new 10-year capital budget forecast each year as part of the budget process. The City's 10-year capital budgeting process is an important step in keeping us on track towards achieving our vision and allows the City to tailor projects to the changing needs of the community and in managing finances.

Multi-Year Budgeting

A multi-year budget is a document that authorizes a municipality's planned expenditures and anticipated revenues for two or more consecutive budgetary years. The advantages of multi-year budgeting include improved financial management, long-term strategic planning, improved program monitoring and evaluation, linking operating and capital activities, and efficiencies with resources.

Multi-year budgeting is considered a best practice by the Government Finance Officers Association (GFOA) and has been embraced by several Canadian municipalities.

While the City of Cornwall has not implemented a multi-year budget approach, the annual budget does provide financial forecasting based on key assumptions applied to the operating budget for future years and through the application of the 10-year capital plan forecast.

To project the City's anticipated financial performance for the years 2021-2023 the following key assumptions, as outlined in the LTFP, were used:

- Revenue (users fees, investment income) has been forecasted to increase at 2%;
- Provincial funding (social assistance, court security) is expected to increase at 1% with the same increase for related expenditures (external transfers);
- Ontario Municipal Partnership Fund (OMFP) is forecasted at 85% of the current year's allocation;
- Salaries and benefits are projected to increase at an average rate of 2.5% per year based upon our financial model. This reflects settlements under the City's collective bargaining agreements, including incremental increases, corresponding increases for non-union personnel, and increases in benefit costs and other staffing adjustments;
- Costs for materials and goods (materials, fuel, parts, supplies, utilities) are projected to increase at a rate of 1.0% per year, which represents the assumed general increase in energy costs due to inflation and the impact of saving initiatives undertaken by the City;
- Other operating expenses (contracted services, etc) are projected to increase at a rate of 3.0% per year, which represents the assumed general rate of increase in operating costs due to inflation and the impact of regulatory changes;
- The LTFP projected insurance to increase by 2%. In 2020, insurance costs across the City will increase by approximately 5%. This was a market correction in the insurance industry;
- Principal and interest charges have been estimated based on current debt, approved debt, and anticipated debt based on the 10-year capital budget forecast.
- Contributions to reserves are projected to increase as the City continues to move towards life-cycle costing;
- Projected capital expenditures and associated funding (based on financial policy recommendations) are based on the 10-year capital forecast.

The estimated financial forecast chart for the years 2021-2023 can be found on page A-2 of the City Overall section of the budget book.

Budget Challenges/Risks

Tax Refunds

Over the past few years, the City has refunded tax dollars related to property assessment adjustments from Municipal Property Assessment Corporation (MPAC). During this time, the City saw a number of property owners appeal their property values, including large retailers (big box stores) and its three distribution centres.

From 2017 through 2019, the City has refunded over $8 million in taxes collected.

To refund these tax dollars, the City utilized its annual budget for tax refunds, the funds set aside in the Tax Stabilization Reserve, and $1,971,666 from the City's Working Reserve. Included in the 2020 budget is a contribution of $500,000 to the Working Reserve as its first annual repayment.

Property Assessment

Over the last few years, the City has seen property assessment decreases to both the multi-residential and commercial property classes. Changes in assessment will shift the tax burden between the classes. This has resulted in an increase in the tax share for the residential tax class. The impact of this tax burden reduces the tolerance for municipal tax levy increases.

Property assessments are updated every four years by MPAC. The 2016 reassessment set the property values for the 2017-2020 property tax years. The year 2020 is the final year of this 4-year phase-in cycle. MPAC has begun to reassess property values for the 2021-2024 property tax years.

Provincial and Federal Funding

Ontario Municipal Partnership Fund (OMPF)

The OMPF is the Province's main general assistance grant to municipalities. On October 24, 2019, the Minister of Finance issued a letter to announce the program and release the 2020 OMPF allocations.

For 2020, the government is maintaining the OMPF structure as it was in 2019, while allowing for annual data updates and related grant parameter adjustments. All four core grant components are providing the same level of support as in 2019. As in prior years, Transitional Assistance will continue to adjust as fewer municipalities require this funding.

The program primarily supports northern and rural municipalities across the province. Its objectives are to:

- recognize the challenges of northern and rural municipalities, while targeting funding to those with more challenging fiscal circumstances;
- support areas with limited property assessment; and
- assist municipalities that are adjusting to year-over-year funding changes.

As a result, the 2020 OMPF will provide a total of $500 million to 389 municipalities across the province through the following grant components and Transitional Assistance.

I. Assessment Equalization Grant Component – $149 million
Provides funding to municipalities with limited property assessment.

II. Northern Communities Grant Component – $89 million
Provides funding to all northern municipalities in recognition of their unique challenges.

III. Rural Communities Grant Component – $150 million
Provides funding to rural municipalities, including targeted funding for rural farming communities, in recognition of their unique challenges.

IV. Northern and Rural Fiscal Circumstances Grant Component – $89 million
Provides additional, targeted funding to northern and rural municipalities based on their fiscal circumstances.

V. Transitional Assistance – $23 million
Ensures a guaranteed level of support to municipalities based on their 2019 OMPF allocation.

In 2020, the City will receive $4,185,400 from the OMPF; an increase of $218,500 to the 2019 allocation of $3,966,900. The City receives funding from the OMPF through the Assessment Equalization Grant Component.

Provincial Funding

Provincial cuts first announced through the 2019 Provincial budget will begin to take effect in 2020. The impact to the City's 2020 budget is outlined in the Operating section of this budget book.

In his speech at the Association of Municipalities of Ontario (AMO) annual conference, the Premier indicated that the provincial government is committed to working with Ontario's municipalities to find savings, drive efficiencies and modernize service delivery, ensuing municipalities can continue to deliver services, while local governments work to find efficiencies and help put Ontario on the path to fiscal balance.

In March 2019, the province announced a one-time investment of funding for small and rural municipalities for service modernization. The Municipal Modernization funding allocation was based on the number of households in a municipality and whether the municipality is urban or rural. Cornwall received $140,940. The City plans to use this funding to support Information Technology and Telecommunications' (ITT) solutions by undertaking an ITT Master Plan and to support the costs associated with the transition from Lotus Notes to Outlook O365.

Federal Funding

In the 2019 federal budget, as a one-time top-up, the government doubled the gas tax transfer to municipalities to address local infrastructure priorities. Allocations of the Gas Tax Fund to each province are based on a per-capita entitlement and for 2019-2023 will be based on the 2016 Census data. In 2019, Cornwall received $2,951,947 in one-time funding and will receive its regular allocation of $2,826,669 in 2020. This funding, used to support the City's capital plan, has allowed the City to reduce the required amount funded by the tax base in this year's capital budget submission. The remaining funds of approximately $1.2 million can be used to fund other in-year initiatives and/or to provide funding support to the 2021 budget.

Capital funding from senior governments

Capital projects submitted by Transit Services rely on funding from the Investing in Canada Infrastructure Program (ICIP). Projects that are contingent on ICIP funding will be put on hold until the roll out of the ICIP is finalized.

The City has submitted multiple applications for senior level funding for projects through the ICIP, including an application for the Arts and Culture Centre (Community, Culture and Recreation Stream) and various applications through the Municipal Modernization Program.

Reserves and Reserve Funds

The City maintains reserve and reserve funds in accordance with the Reserves and Reserve Funds Policy. Reserves are a critical component of a municipality's long-term financial planning. The purpose of maintaining reserves is to:

- Provide stability of tax rates;
- Provide funding for one-time or short-term requirements without permanently impacting tax and utility rates;
- Make provisions for the replacement and/or maintenance of capital assets and infrastructure;
- Provide flexibility to manage debt levels and protect the City's financial position;
- Provide a source of internal financing;
- Ensure adequate cash flows;
- Provide for future liabilities incurred in the current year but paid for in future years.

The Reserves and Reserve Fund Policy ensures that annual reporting to Council will occur at the same time that the City's Financial Statements are presented. The annual report is to provide an update on the balances of reserves, how they compare to the targeted funding levels established in the policy, and recommend to Council a plan to work towards achieving the targeted balances.

As part of the 2020 budget, the City will create a new Restricted Reserve for Social Housing called the Social Housing Regeneration Reserve; will move the Waste Management Reserve from Operating Reserves to Capital Reserves to be used for waste diversion and waste disposal capital requirements; and will set up a new Restricted Reserve for Landfill Closure and Post Closure Costs.

As the City moves forward, financial sustainability must continue as one of Cornwall's key priorities. Reserves are a critical component of the City's LTFP. Continued infrastructure renewal investment will ensure that services are sustainable in the future and meet the citizen's level of service expectations. Adequate reserves will position the City to be able to meet these future infrastructure needs.

Further detail regarding City reserves can be found in the Reserve section of the budget book.

Development Charges

Development charges (DCs) are collected by municipalities to recover a portion of the growth-related costs associated with the capital infrastructure needed to service new development.

DCs are based on the methodology that existing taxpayers should not be liable for capital costs of new growth. At the same time, new taxpayers should not have to contribute more than the net capital cost attributable to growth in order to maintain current levels of municipal services.

DCs are the primary way for Ontario municipalities to raise funds for required growth related capital infrastructure improvements related to the provision of services and to provide a funding source to minimize the impact on the existing tax base. DC funds may only be used for the purpose for which they are collected.

In 2018, the City began charging DCs. Cornwall has one of the lowest development charge schedules in Ontario - including no development charges on manufacturing projects. The residential charge is being phased in annually under the provisions of the by-law. The residential development charges are adjusted to include the annual phasing in of the charge over 5 years. In 2020, the City is in its 3rd year of the 5-year phase-in.

The 2020 budget submission includes $521,431 from the DC reserve to fund capital projects. Financial Services, in consultation with departmental staff, reviewed the capital budget submission to determine growth related projects that would be eligible for recovery from DCs. The use of DCs as a funding source for capital projects was not included in the City's LTFP. This new funding source will relieve financial pressures from the tax base, reserves, and the necessity to borrow.

At the end of 2019, the Province of Ontario proclaimed portions of both the *More Homes, More Choice Act* (Bill 108) and *Plan to Build Ontario Together Act* (Bill 138), that amend the *Development Charges Act, 1997*. The proclaimed sections took effect on January 1, 2020. The legislative changes will impact the manner in which DC by-laws are applied in certain instances. It is recognized that the changes to the Act may not follow existing DC by-law provisions; however, the requirements of the Act appear to take precedent. With the introduction of the new legislation, the City plans to amend our DC by-laws to address all DC and Community Benefit Charge (CBC) matters.

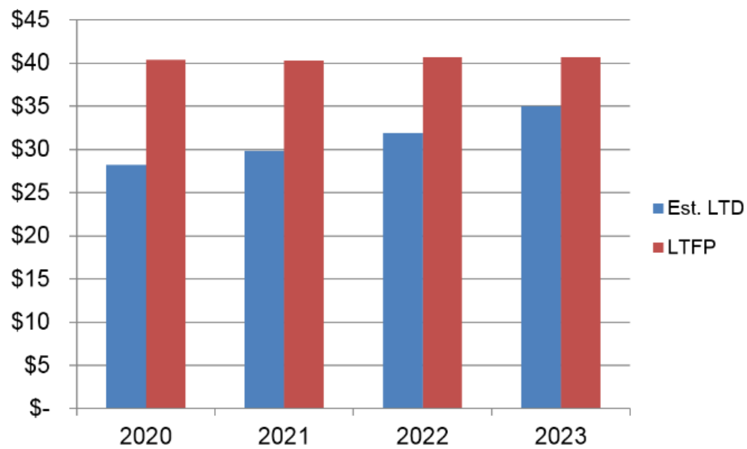
Long Term Debt

Debt is a long-term tool that can be used to help fund the capital budget. In many respects, it works much like a home mortgage, with the principal and interest being repaid over the asset's life.

One of the principles in the LTFP, states that debt financing should be used, where appropriate. More specifically, debt financing should only be considered for new, non-recurring infrastructure requirements, programs and facilities which are self-supporting and projects where the cost of deferring expenses exceeds debt servicing costs.

As part of the general taxation budget, the City has a total of $22.5 million in outstanding debt at the beginning of the 2020 fiscal year, an additional $19.6 million of approved borrowing from prior years, with approximately $45.8 million ($12.4 million in 2020 budget submission) in new debt to be issued over the next ten years.

The following chart shows the four–year (2020-2023) forecasted balance (shown in the millions) of long-term debt compared to the LTFP.



One of the financial policy recommendations from the LTFP is that over a ten-year period, the City would shift capital funding from debt financing to reserve funding based on life-cycle costing. The City's goal would be a financial state where debt financing is a last resort tool for one-time projects where insufficient life-cycle costing funds are available.

To accomplish this, the municipality has set specific targets for debt, which will help it to steadily reduce its debt level and associated debt charges (principal and interest) that must be repaid each year.

The maximum long-term borrowings available to the City based on the 2018 Annual Repayment Limit (ARL) effective January 1, 2020 is approximately $304.7 million resulting in debt capacity available to the City of approximately $262.6 million based on provincial guidelines. The annual repayment limit for the City is $24.1 million.

However, in order for debt to be affordable and sustainable, the City is following a policy recommendation in the LTFP that sets a maximum annual repayment limit of 10% of net own-source revenues (approximately $12.0 million in principal and interest payments annually).

The City remains well within its annual debt and financial obligation limit. The City's annual debt payment for 2018 (including Water and Wastewater) was $5.1 million ($4.0 million in principal and $1.1 million in interest).

Each year, at the same time that the City's Financial Statements are presented, a report is presented to Council containing information related to the current status of the City's Municipal Debt Limits.

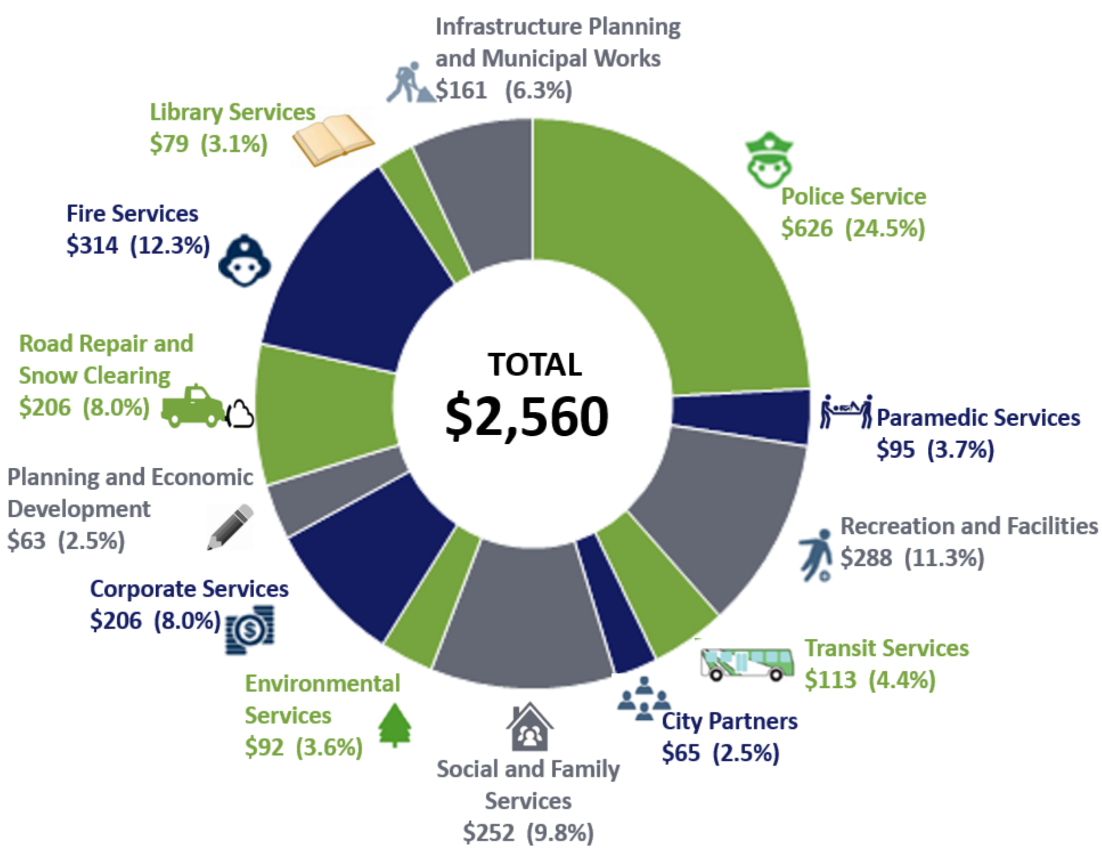
Budget Highlights

The 2020 Budget for the City of Cornwall can be summarized as follows:

- This document has been prepared with a tax levy of $74,891,343. A tax levy increase of $1,093,856 or 1.48%;
- Also included in the budget is $212,000 of growth (new assessment from 2019 supplementary taxation) that has been added to the 2020 tax roll; and $1,000,000 of supplementary taxation (projected growth added to the tax roll during 2020).
- Operating budgets funded from the tax base for City departments (including Police Services) has increased by $1,428,556 or 1.98%;
- The combined net capital budgets for City departments funded from the tax base have decreased from $1,663,250 to $1,328,550 ($334,700 or 20.12%);
- The City manages an annual operating budget of $173.1 million and a capital budget of $27.2 million.

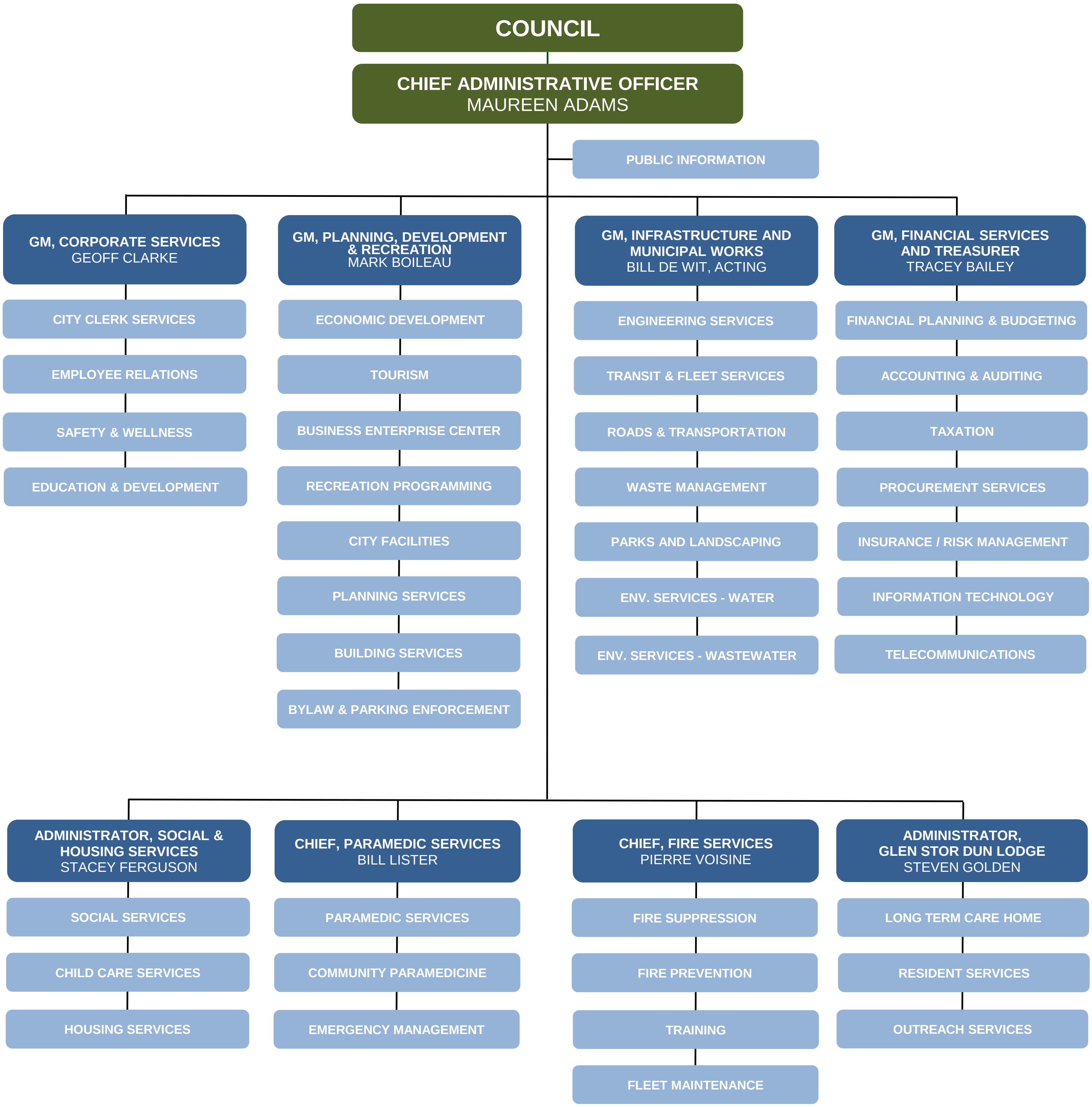
Proposed Tax Dollars at Work

The 2020 municipal taxes for the average home assessed at $173,684 would be $2,560.46 annually ($2,492.64 in 2019). An average annual increase of $67.82 or 2.72%.



2020 City Overall

Organizational Chart - Leadership



CITY OF CORNWALL - General Taxation

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$57,154,280	$52,745,196	$60,681,634	$62,347,594	$1,665,960	2.75%
Purchase of Goods	$8,836,577	$7,621,548	$9,152,398	$9,435,232	$282,834	3.09%
Services and Rents	$31,411,817	$28,039,323	$33,059,249	$30,895,988	($2,163,261)	(6.54%)
Financing LTD Principal & Interest	$2,877,664	$3,044,615	$3,887,311	$4,106,146	$218,835	5.63%
Insurance	$883,392	$760,680	$894,392	$942,427	$48,035	5.37%
Financial and Transfers	$47,206,833	$47,413,141	$47,247,995	$45,809,166	($1,438,829)	(3.05%)
Subtotal	**$148,370,563**	**$139,624,503**	**$154,922,979**	**$153,536,553**	**($1,386,426)**	**(0.89%)**
REVENUE						
Payments in Lieu & Supplementary & Growth	$1,935,554	$1,929,654	$1,933,600	$2,769,381	$835,781	43.22%
Provincial and Federal Grants	$62,927,931	$54,852,549	$66,365,837	$61,475,219	($4,890,618)	(7.37%)
Other Municipalities	$7,118,303	$7,143,960	$7,792,322	$8,791,168	$998,846	12.82%
Fees, Service Charges, & Misc Revenue	$18,855,907	$17,843,068	$18,267,287	$19,384,460	$1,117,173	6.12%
Internal Revenue	$6,347,768	$5,092,305	$6,409,446	$6,535,651	$126,205	1.97%
Contribution from Reserves	$631,243	$764,777	$1,061,683	$626,635	($435,048)	(40.98%)
Subtotal	**$97,816,706**	**$87,626,313**	**$101,830,175**	**$99,582,514**	**($2,247,661)**	**(2.21%)**
OPERATING SUBTOTAL	**$50,553,857**	**$51,998,190**	**$53,092,804**	**$53,954,039**	**$861,235**	**1.62%**
Police Services	**$18,472,609**	**$17,019,577**	**$19,041,433**	**$19,608,754**	**$567,321**	**2.98%**
NET OPERATING COST (TAXATION)	**$69,026,466**	**$69,017,767**	**$72,134,237**	**$73,562,793**	**$1,428,556**	**1.98%**
CAPITAL						
Gross Capital	$2,135,222	$1,860,100	$22,454,350	$27,228,000	$4,773,650	21.26%
Capital Funding	$0	$0	($20,791,100)	($25,899,450)	($5,108,350)	24.57%
NET CAPITAL COST (TAXATION)	**$2,135,222**	**$1,860,100**	**$1,663,250**	**$1,328,550**	**($334,700)**	**(20.12%)**
TOTAL OPERATING AND CAPITAL (SUPPORTED BY TAXATION)	**$71,161,688**	**$70,877,867**	**$73,797,487**	**$74,891,343**	**$1,093,856**	**1.48%**

CITY OF CORNWALL
Long Term Financial Plan (LTFP)

	Budget 2019	Submission 2020	FORECAST 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	RE-FORECAST 2021	RE-FORECAST 2022	RE-FORECAST 2023
Net Operating Budget	65,941,581	65,553,841	63,896,270	66,819,030	68,436,050	69,859,520	66,819,030	68,436,050	69,859,520
change $		(387,740)	1,111,294	1,265,189	1,617,020	1,423,470	1,265,189	1,617,020	1,423,470
change %		-0.59%	1.77%	1.93%	2.42%	2.08%	1.93%	2.42%	2.08%
*Debt Payments	3,887,311	4,106,146	4,684,873	4,856,644	6,163,227	6,328,343	4,856,644	6,163,227	6,328,343
Net to/from Reserves	2,305,345	3,902,806	5,473,355	5,976,904	6,526,779	7,761,000	2,976,904	4,526,779	7,761,000
Total Net Operating	72,134,237	73,562,793	74,054,498	77,652,578	81,126,056	83,948,863	74,652,578	79,126,056	83,948,863
Total Net Capital	1,663,250	1,328,550	2,800,000	3,585,000	2,700,000	1,557,000	3,585,000	2,700,000	1,557,000
Total Levy	73,797,487	74,891,343	76,854,498	81,237,578	83,826,056	85,505,863	78,237,578	81,826,056	85,505,863
Net Levy Change $		1,093,856	3,495,481	6,346,235	2,588,478	1,679,807	3,346,235	3,588,478	3,679,807
Net Levy Change %		1.48%	4.76%	8.47%	3.19%	2.00%	4.47%	4.59%	4.50%
Net Levy - LTFP	73,934,142	77,426,968	77,426,968	81,218,959	83,820,697	85,502,516	81,218,959	83,820,697	85,502,516
Net Levy - variance	(136,655)	(2,535,625)	(572,470)	18,619	5,359	3,347	(2,981,381)	(1,994,641)	3,347

* Adjusted to new debt forecast

The LTFP chart presented above provides a financial snapshot of the forecast to 2023.

The column titled 'Submission 2020' indicates that the City will collect $2.5M less than what was included in the LTFP (2020 was originally projected to collect $572K less than the LTFP). In 2020, the City utilized approximately $1.7M of one-time gas tax funding towards its Capital Plan. As a result of this revenue source, the levy requirement decreased. For 2021, in order to provide for operating, capital, and to achieve reserve balances, the net levy change increase is estimated at 8.47%.

Understanding that an increase to the tax levy of 8.47% is not realistic, a re-forecast is completed. The three columns to the right represent a forecast that smooths out levy increases over three years. Ultimately, the City continues with its Capital Plan, but takes longer to achieve targeted Reserve balances.

The City's LTFP, created in 2017, only included known funding from senior levels of government at that time. To help maintain a stable tax levy requirement, the City will continue to take advantage of opportunities, when funding becomes available.

2020 OPERATING BUDGET

Operating Budget

The operating budget provides resources for the day-to-day costs of delivering municipal programs and services to residents; including, programs and services in diverse sectors such as transit, policing, fire services, social and family services, waste collection and recycling, paramedic services, leisure programs, transportation, and snow clearing.

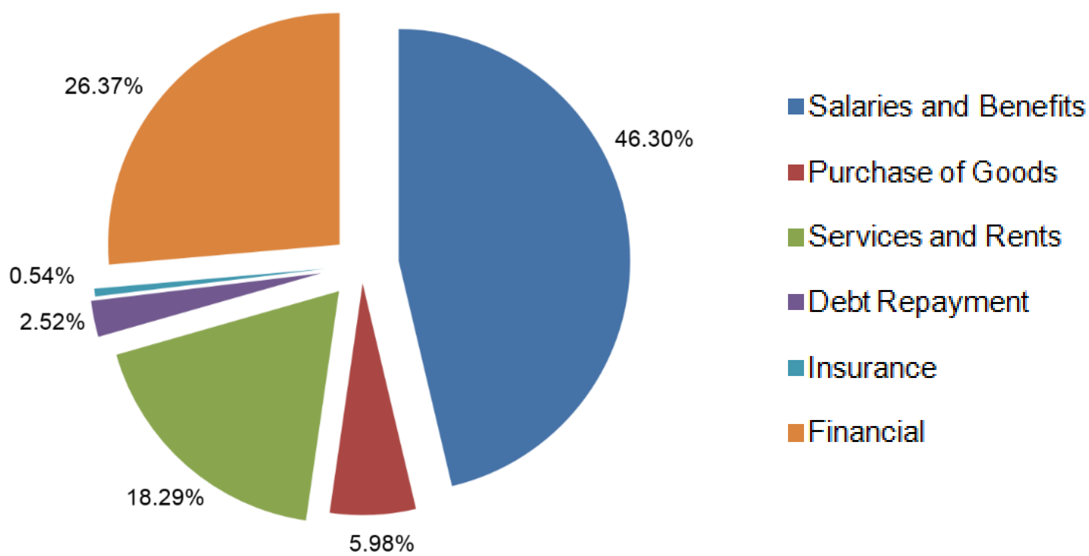
The City followed a very thorough process to minimize the annual tax increase while maintaining levels of service and meeting regulatory requirements.

The City's net operating budget is $73.6 million (including Police Services). The City's net operating budget increased by $1.4 million (1.98%) when compared to 2019.

Operating Expenditures

Operating expenditures are costs associated with the delivery of services including labour, fuel, utility costs, and contracted services. The operating budget also includes long-term debt charges, insurance, and financial transfers.

Major components of the operating budget (including Police Services) are summarized in the following expenditure categories.



Salaries and Benefits

Salaries and benefits are the largest component of the City's operating budget. Salary and benefit increases represent incremental and contractual obligations. A staffing comparison can be found on page S-1 of the Staffing Complement section of the budget book. Any staffing changes are noted as part of each department's commentary.

Purchase of Goods and Services and Rents

Fuel (gasoline/diesel):	The City purchases approximately 1.43 million litres of fuel (673.6 thousand litres in gasoline and 756.8 thousand litres in diesel) in a year. The City is budgeting $1.10 per litre in 2020 (same per litre rate as in 2019). The budget for fuel in 2020 is $1.58 million.
Contracted Services:	The City budgets for contracted services based on existing contracts and historical trends.

All purchases of goods as well as services and rents have been reviewed and adjusted by departmental staff based on a three-year average and/or trends using an inflation factor where appropriate.

Debt repayment

Expenditures for interest and principal repayments of previously issued debt represent 5.52% of overall City expenditures. These repayments are for a fixed amount and term and it is not within Council's ability to adjust them during the yearly budget-setting process.

Insurance

In 2020, insurance costs across the City will rise by approximately 5.4%. This is a correction in the insurance industry. The City renewed its coverage at the beginning of 2020 which saw an increase in premium costs by $48,035.

Financial

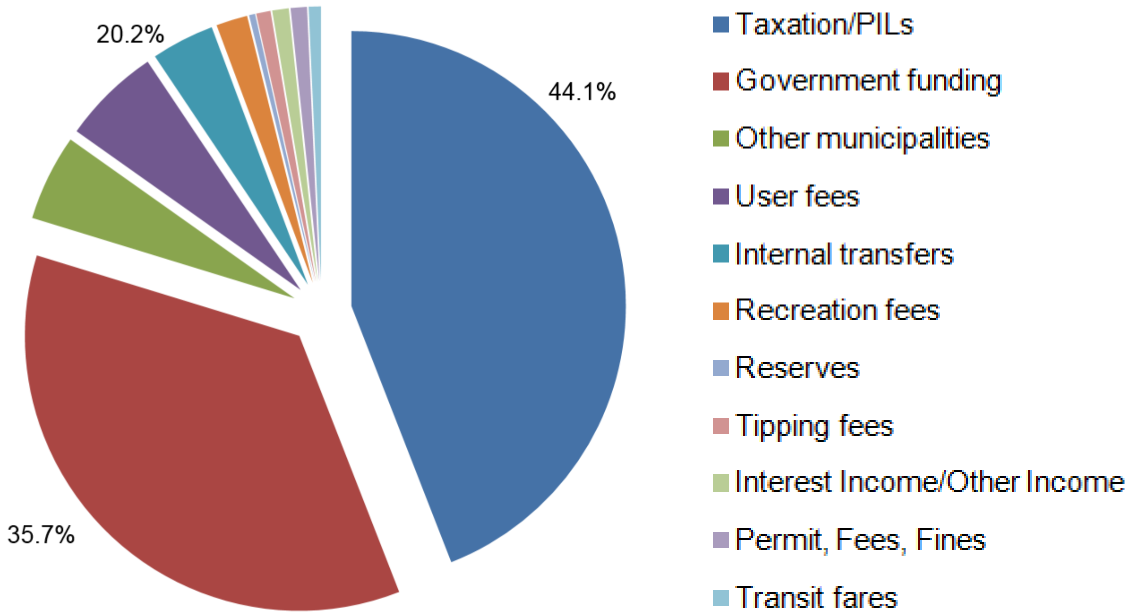
The items budgeted under the Financial component of the operating budget are mostly transfer payments for Social and Housing Services and Community Partners, tax write-offs, contribution to Reserves, and the payment the City makes to MPAC for assessment services.

Operating Revenue

Funding for the services delivered by the City come from two main sources: taxation and grant funding. Municipalities in Canada generally rely on property taxation as their major source of revenue. The City’s property tax revenue accounts for about $77.7 million (44.1%) of the City’s total operating budget. The City receives approximately $62.8 million in grant funding. Grant funding is applied to specific services and programs; such as Ontario Works, Child Care Services, Social Housing, Paramedic Services, Police Services, and GSDL.

Budgeting for revenues is generally more challenging than budgeting expenditures, as most revenues are tied to external factors. The City budgets revenue on a three-year average and/or trends.

The following chart illustrates the City's revenue sources included in the 2020 budget submission.



Allocation of Property Taxes between Classes

The following chart provides a breakdown of taxes by property class. MPAC completed the last province-wide reassessment in 2016 for the taxation years 2017, 2018, 2019 and 2020. The increases in the assessed value of properties are phased-in over these four years. 2020 is the final year of the 4-year phase-in.

The City will see a shift in taxes collected between classes in 2020.

Property Classes	2019 Taxes	2020 Taxes	$ Change	% of Total 2019	% of Total 2020
Residential	$38,617,235	$40,622,987	$2,005,752	52.33%	54.09%
Multi-Res	$6,796,061	$5,909,015	-$887,046	9.21%	7.87%
Commercial	$25,366,979	$25,041,769	-$325,211	34.37%	33.35%
Landfill	$14,009	$14,401	$392	0.02%	0.02%
Industrial	$2,709,544	$3,208,710	$499,166	3.67%	4.27%
Pipeline	$265,412	$273,592	$8,180	0.36%	0.36%
Farm	$28,248	$32,870	$4,623	0.04%	0.04%
Total Taxes	**$73,797,488**	**$75,103,344**	**$1,305,856**	**100.00%**	**100.00%**

Total assessment in the multi-residential class for 2020 has decreased when compared to 2019. Most of this change is from a property converting from an apartment building to condominiums, moving the property from the multi-residential class to the residential class.

Also impacting the change in this class is the freeze of tax increases on multi-residential taxes where the municipal tax ratio is greater than 2.0. Starting 2017, municipalities with a multi-residential tax ratio in excess of 2.0 were subject to a full levy restriction. The result is that any tax increases or any reassessment related tax shifts are prevented in the multi-residential class. Therefore, any tax increases that would have otherwise been applied to the multi-residential class is redistributed to the other classes. The impact of this policy to the City's multi-residential ratio is as follows:

2017 - 2.34920, 2018 - 2.325057, 2019 - 2.197076

Total assessment in the commercial class for 2020 has decreased when compared to 2019. This change stems from property reassessments through Minutes of Settlement or from MPAC adjustments. Also, two properties moved from the commercial property class to the industrial property class.

Provincial Funding Programs

The following information is provided so that Council is aware of the estimated revenue included in the City's budget for programs and services supported by provincial funding.

The Ministry of Community Safety and Correctional Services (MCSCS) provides funding to Cornwall Police Services (CPS) to offset costs incurred for providing security services at provincial courts. The City sent an inquiry email regarding 2020 funding to MCSCS. The MCSCS responded noting that the funding allocations have not been finalized. In 2019, the funding was $961,832 which was about $44,000 less than 2018 funding allocation. The 2020 budget includes $970,000 from MCSCS for Court Security funding.

As in 2019, 2020 funding for Ontario Works has been frozen at 2018 levels. The service will not receive any additional funding for cost of living adjustments for program support costs; such as, salaries or overhead (rent, utilities).

Starting on January 1,2020, municipalities will also have to pay 20% of the cost of creating new child care spaces, which the province previously fully funded. Some cuts to funding for administrative child care costs are being delayed until 2021 and others are being delayed to 2022. The City's 2020 budget for Child Care Services includes a decrease in the general allocation by $50,630 and $306,174 for the Expansion Plan funding.

The GSDL is estimating an overall decrease of 1.73% ($121,842) in provincial funding based on envelopes of funding for specific programs as well as formula-based funding based on acuity (Case Mix Index (CMI)).

It is speculated that funding for Paramedic Services will be less than the cost of living. In 2020, funding from the province has been budgeted with a 1% increase when compared to the 2019 allocation. The Community Paramedic Program is funded at 100% by the province. Continued funded for this program has not been confirmed by the province.

Hazardous Waste funding is based on a set amount of money per tonne of hazardous waste type (ie; paint, fertilisers, etc.). Funding will be confirmed after the last hazardous waste manifest is filed (November). This revenue has been budgeted based on the funding the City has received in the past with no increase.

Proposed New Fees/ Fee Increases

There are no new fees proposed in the 2020 budget. Included in the 2020 budget are the following fee increases. Further information can be found in the commentary section of the department's budget page.

• Clerks Services	Burial Permits and Death Registrations
• Child Care Services	Toddler Rate increase
• Transit Services	Fare increase starting May 1, 2020
• Building Services	Building Permit Fees (service cost recovery)
• Recreation Programming	Annual fee increases

Following the approval of the 2020 budget, the Clerk's Office will bring a by-law to Council to establish the 2020 list of Fees and Charges for the Corporation of the City of Cornwall.

Council

2020 Budget Submission

Role of Council:

- Represent the public and consider municipality's best interests.
- Develop and evaluate municipal policies and programs.
- Determine what services the municipality provides.
- Ensure administrative and controllership policies, practices and procedures are in place.
- Ensure accountability and transparency of municipal operations.
- Maintain the financial integrity of the municipality.
- Carry out the legislative duties of Council under various Acts.

Description

The City of Cornwall is governed by an elected 11-member City Council comprised of the mayor and ten councillors representing the city as a whole. The mayor and city councillors serve four-year terms. 2020 is the second year of Council's four-year term.

Key Goals

1. Establish a Strategic Plan which includes a Vision, Mission and Values in support of the priorities for the municipality.
2. Establish goals and objectives.
3. Approve guidelines for preparing the annual budget.
4. Establish services and level of services.
5. Engage with staff, public and stakeholders.

Commentary

City Council holds regular meetings at City Hall, located at 360 Pitt Street. Typically, meetings are held at 7p.m. twice a month, with the exception of March, July, August and December, when meetings are held once a month. Council meetings are broadcast live on YourTV (cable channel 11), and they are also webcast through the City's website.

Salaries and Benefits
Salaries and benefits include Council salaries and half of the cost for an administrative assistant. The increases reflect adjustments to Council's compensation that were approved by Council in 2019.

Purchase of Goods
The increase in Purchase of Goods is for food provisions that will now better reflect actual expenditures. Other items included in Purchase of Goods includes monies for public relations, promotion costs, stationery, food provisions, books and magazines.

Services and Rents
Included in the 2020 budget submission are the following subscription costs:

AMO	$15,000
FCM	8,600
Chamber of Commerce	500
EOMC	2,500
AFMO	3,200
AMO-MEPCO	4,500
GLSLCI	3,300
Municipal Information Network	1,250
	$38,850

Also included in Services and Rents is Council's conference/travel budget (2020: $30,000, 2019:$35,000), councillor expense accounts ($12,575 - $1,257.50 each), Board Honourariums (CPS & GSDL $17,736) and a budget for an Integrity Commissioner ($7,500).

Financial and Transfers
The 2018 actuals included cell phones and surface pros for the new Council ($22,000). Each year, the City contributes $5,500 to Reserves for technological requirements of the new Council.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$263,330	$267,704	$293,322	$327,132	$33,810	11.53%
Purchase of Goods	$17,857	$20,054	$17,000	$19,000	$2,000	11.76%
Services and Rents	$98,827	$84,574	$123,071	$117,434	($5,637)	(4.58%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$22,243	$5,736	$5,500	$5,500	$0	0.00%
Subtotal	**$402,257**	**$378,068**	**$438,893**	**$469,066**	**$30,173**	**6.87%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$0	$0	$0	$0	$0	0.00%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
NET OPERATING COST (TAXATION)	**$402,257**	**$378,068**	**$438,893**	**$469,066**	**$30,173**	**6.87%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$402,257**	**$378,068**	**$438,893**	**$469,066**	**$30,173**	**6.87%**

Chief Administrative Officer

2020 Budget Submission

Includes:

- The Chief Administrative Officer is appointed pursuant to Section 229 of the Ontario Municipal Act, which states:

  "A municipality may appoint a chief administrative officer who shall be responsible for,
  (a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
  (b) performing such other duties as are assigned by the municipality."

- Public Information Services falls under the umbrella of the Office of the CAO.

Description

Responsible for managing the affairs of the municipality and the commitment to provide accessible, innovative and efficient services in support of the Council's Strategic Plan.

Key Goals

1. Administers the business affairs of the City of Cornwall.
2. Provides leadership and direction to the Senior Management Team and throughout the organization.
3. Directs the development and implementation of corporate policies and programs.
4. Provides the Mayor and Council with accurate information in a timely, open and transparent manner to facilitate healthy public debate and decision making.
5. Assist the Mayor and Council in the development of the City of Cornwall's Strategic Plan.
6. Directs general financial control of all departments and ensures the Mayor and Council are presented with annual financial reporting reflecting the performance of the corporation and variances for revenues and expenditures to the approved budget.
7. Ensures effective communication and public access to information regarding local government, programs and services.
8. Liaise with local boards, agencies, associations, other municipalities and senior levels of government to further the City's interests.

Commentary

Salaries and Benefits
Staffing levels have remained unchanged in 2020, increases represent incremental and contractual obligations.

Purchase of Goods
No variance.

Services and Rents
No significant variance.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$343,104	$344,123	$382,631	$394,757	$12,126	3.17%
Purchase of Goods	$6,888	$3,915	$3,300	$3,300	$0	0.00%
Services and Rents	$120,693	$125,126	$87,160	$87,022	($138)	(0.16%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$32,427	$495	$0	$0	$0	0.00%
Subtotal	**$503,112**	**$473,659**	**$473,091**	**$485,079**	**$11,988**	**2.53%**
REVENUE						
Provincial and Federal Grants	$12,747	$16,744	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$0	$0	$0	$0	$0	0.00%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$18,175	$0	$0	$0	0.00%
Subtotal	**$12,747**	**$34,919**	**$0**	**$0**	**$0**	**0.00%**
NET OPERATING COST (TAXATION)	**$490,365**	**$438,740**	**$473,091**	**$485,079**	**$11,988**	**2.53%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$490,365**	**$438,740**	**$473,091**	**$485,079**	**$11,988**	**2.53%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
CAO	$490,327	$438,740	$473,091	$485,079	$11,988	2.53%
Special Projects / Senior Friendly Initiative	$38	$0	$0	$0	$0	0.00%
TOTAL OPERATING AND CAPITAL	**$490,365**	**$438,740**	**$473,091**	**$485,079**	**$11,988**	**2.53%**

Clerks Services

2020 Budget Submission

Includes:

- The Office of the City Clerk is legislated by the Municipal Act and is the interface between Council, Administration and the public. The Clerk's office is committed to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community through democratic processes such as Council meetings, elections, access to city records, and all legislative actions ensuring transparency to the public.

- Clerks Services provide vital statistics, including marriage licences, wedding ceremonies and death registrations as well as issue lottery licences.

- The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

Description

The Office of the City Clerk is committed and dedicated to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community.

The Department provides information pursuant to Provincial statutes and municipal regulations and lends itself to bringing respect and dignity to the City it serves by providing efficient, courteous and professional services.

Key Goals

1. Take next steps to implement the new meeting management solution (eSCRIBE) for Committees, Commissions and Boards.
2. Implement new board manager solution.
3. Policy and Procedure review.
4. Terms of Reference review for Cornwall's Committees, Commissions and Boards.
5. Continue to map administrative processes using Lean principles for review and efficiency.
6. Roll out of new Service Cornwall program and call centre focusing on the customer service experience.

Commentary

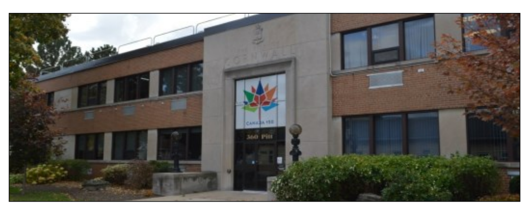
Revenue

Under the Vital Statistics Act, this office is responsible for registering deaths, issuing Marriage Licenses and performing Civil Marriage Ceremonies. This office is also responsible for Lottery Licensing for charitable organizations and includes Commissioners of Oaths on hand to assist the public. The 2020 Budget is based on revenue trends.

Software

The Department has implemented a meeting management solution (eSCRIBE) for Council meetings and will take the next steps in implementing this solution for Committees, Commissions and Boards. The Department will implement a new board manager solution (eSCRIBE) for the City's Council and Committee Meetings that will be integrated with webcasting and the website.

These solutions will ensure compliance with accessibility requirements under the Ontarians with Disabilities and the Web Content Accessibility Guidelines. These programs will also ensure compliance with public record keeping requirements, including meeting attendance and conflicts of interest. The costs of these programs are included in the 2020 budget submission.



Focus on Customer Service

Additionally, we will look to enhance customer service delivery through dedicated resources and technological solutions. We look to achieve this by having our Customer Service Representatives dedicated to taking calls and questions both via traditional telephone and along with other varied communication channels to manage the internal complaint process across departments; providing a better customer service delivery model.

Salaries and Benefits

Staffing levels remain unchanged in 2020, increases represent incremental and contractual obligations.

Elections

The next Municipal Election will be held in 2022. A contribution to reserves is made in non-election years in order to substantially offset the cost of the election. The costs associated with the election will be reflected in the 2022 Budget.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$424,314	$290,993	$371,272	$389,671	$18,399	4.96%
Purchase of Goods	$49,267	$30,439	$36,800	$33,775	($3,025)	(8.22%)
Services and Rents	$769,273	$534,189	$388,526	$386,944	($1,582)	(0.41%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$34,966	$88,834	$90,300	$77,650	($12,650)	(14.01%)
Subtotal	**$1,277,820**	**$944,455**	**$886,898**	**$888,040**	**$1,142**	**0.13%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$192,838	$185,918	$217,500	$222,400	$4,900	2.25%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$120,000	$30,000	$20,000	$0	($20,000)	(100.00%)
Subtotal	**$312,838**	**$215,918**	**$237,500**	**$222,400**	**($15,100)**	**(6.36%)**
NET OPERATING COST (TAXATION)	**$964,982**	**$728,537**	**$649,398**	**$665,640**	**$16,242**	**2.50%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$964,982**	**$728,537**	**$649,398**	**$665,640**	**$16,242**	**2.50%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Clerk's Division	$837,140	$681,002	$604,398	$617,640	$13,242	2.19%
Election Division	$127,842	$47,535	$45,000	$48,000	$3,000	6.67%
TOTAL OPERATING AND CAPITAL	**$964,982**	**$728,537**	**$649,398**	**$665,640**	**$16,242**	**2.50%**

Human Resources

2020 Budget Submission

Includes:

- Human Resources strategy, organizational effectiveness, workforce planning, labour relations, employee relations, health, safety and wellness programs, competence development, performance management, leader sourcing and talent management, recruitment and orientation, employment turnover, compensation and benefits, human resource administration, employee engagement and recognition programs, and human resource reporting.

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Description

Human Resources is the people department for the City of Cornwall providing a wide and varying range of service to approximately 550 full-time employees supported by a part-time complement in a number of municipal service areas.

Its mission is to train, develop and motivate the City employees to enable them to provide the best possible service to the citizens of Cornwall.

Collective Bargaining and Union Representation. There are four (4) Unions with seven (7) bargaining units which is approximately 86% of the full-time regular workforce.

Key Goals

1. Process map administrative processes using Lean principles for review for efficiency.
2. Policy and Procedure review for internal policies.
3. Leadership training for all organizational levels.
4. Roll out of new performance appraisal process, which includes objective setting goals and leadership competencies.
5. Launching a corporation wide orientation program.

Commentary

In addition to delivering our regular services, the Human Resources area is looking on delivering in 5 key areas in 2020:

HR will review our administrative processes with Lean principles in mind; this exercise will improve any possible efficiency while removing any redundancies that may come to light.

As it has been some time since we have undergone a review of our existing policies we will look to perform a comprehensive review of our internal policies and procedures to look at eliminating outdated policies, updating the policies where relevant and amalgamating into one policy where there may currently be several.

Using our web-based and traditional classroom approach we will continue to focus on our leadership development within the Corporation. We have four core competency areas established in our leadership development pipeline and have developed curriculum based on that framework.

The performance appraisal process has been updated and completed, with a change coming to how we conduct performance feedback. The new system will focus on S.M.A.R.T goals and objectives along with a section focussed on the development of our leadership competencies. This approach will help us focus not just on delivering results to the corporation but to put focus on how we deliver these objectives, with intent of creating a positive culture for all city employees.

In keeping with building on our culture we will look to roll out a multi-day orientation program city wide. In this orientation we will look to cover all administrative, compliance and cultural elements of employment with the City.

Salaries and Benefits
Staffing levels will remain unchanged in 2020. Increases represent incremental and contractual obligations.

Services and Rents
In 2020, a reduction in expenses related to Services and Rents has been budgeted in line with historical trends.

Workplace Safety and Insurance Board (WSIB)
The 2020 budget submission for Financial and Transfers has decreased by $80,000 as a result of an anticipated reduction of WSIB related expenses.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,138,256	$1,140,653	$1,291,845	$1,334,433	$42,588	3.30%
Purchase of Goods	$4,080	$7,056	$3,750	$5,000	$1,250	33.33%
Services and Rents	$365,935	$499,894	$286,560	$281,059	($5,501)	(1.92%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$900,327	$624,048	$856,000	$776,000	($80,000)	(9.35%)
Subtotal	**$2,408,598**	**$2,271,651**	**$2,438,155**	**$2,396,492**	**($41,663)**	**(1.71%)**
REVENUE						
Provincial and Federal Grants	$1,680	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$0	$5,627	$0	$0	$0	0.00%
Internal Revenue	$851,535	$617,159	$850,000	$770,000	($80,000)	(9.41%)
Contribution from Reserves	$0	$20,000	$0	$0	$0	0.00%
Subtotal	**$853,215**	**$642,786**	**$850,000**	**$770,000**	**($80,000)**	**(9.41%)**
NET OPERATING COST (TAXATION)	**$1,555,383**	**$1,628,865**	**$1,588,155**	**$1,626,492**	**$38,337**	**2.41%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$1,555,383**	**$1,628,865**	**$1,588,155**	**$1,626,492**	**$38,337**	**2.41%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Human Resources Admin	$662,931	$886,722	$698,354	$726,144	$27,790	3.98%
Employee Development	$193,639	$108,655	$136,063	$141,997	$5,934	4.36%
Payroll & Benefits	$698,813	$633,488	$753,738	$758,351	$4,613	0.61%
TOTAL OPERATING AND CAPITAL	**$1,555,383**	**$1,628,865**	**$1,588,155**	**$1,626,492**	**$38,337**	**2.41%**

Financial Services

2020 Budget Submission

Includes:

- Financial Services fulfills the statutory duties of the Treasurer; provides financial advice and information to Council, other Departments, to taxpayers, and external entities; provides accounting, purchasing, AP, and AR services; performs internal audits; maintains the investment portfolio and the debt register; administers the property taxation and water/wastewater revenue function; coordinates and prepares the Corporation's operating and capital budget; and prepares the Financial Statements for the City and submission to the Province.

- Insurance/Risk Management Services is responsible for administering the City's risk management and insurance programs; including: suitable insurance coverage for the City; administration of claims; continuing awareness and action related to risk management; ensures that policies and procedures are in place to limit the City's exposure to risks associated with insurance claims and litigation.

- ITT Services provides design and development of the City's information systems and technologies. This includes computer-based technology and associated support services; access to corporate applications on various technical platforms; end user technical support; network management; technical planning, acquisitions, and implementations; application development; system/application maintenance and support; telecommunications; business process solutions; cyber security; and other services to aid departments and improve services.

Description

Financial Services is responsible for overall financial administrations. Its primary purpose is to provide stewardship over the City's financial resources and enable decision-making that will ensure the City's financial sustainability.

The Department's ITT division is committed to delivering strategies that inspires the City to be innovative in how new technologies can add efficiencies in the workplace and enhance services for the citizens of Cornwall.

Key Goals

1. Provide timely, accurate, clear and complete financial information and support.
2. Incorporate long-term perspective into the financial planning process: multi-year budgeting, asset management planning, utilization of reserves, debt financing.
3. Review and update Departmental policies.
4. Commitment to technological innovation and infrastructure to support City services.
5. Continued investment in ITT Security.

Commentary

Salaries and Benefits
There are no changes in the staffing complement for the department. The increase represents incremental and contractual obligations.

Purchase of Goods/Service and Rents
The net increase of $145,404 in Purchase of Goods and Services and Rents is related to annual maintenance increases for corporate and departmental software. The change from Lotus Notes to O365 (Outlook) is an increase of $128,050. This amount has been partially offset by applying Modernization Funding of $65,940 the City received from the Province in 2019.

Financing LTD Principal and Interest
The City will not borrow for ITT software upgrades in 2020. The City will lease its software ensuring that software applications are always current and up-to-date. Hardware and software purchases flow through ITT and are charged back to the respective departments. These costs are recovered through Internal Revenue.

Financial and Transfers
In 2019, Financial Services began the implementation of the City's new accounting system. This work will continue in 2020. Financial Services will begin to payback the Working Reserve for the funds borrowed to upgrade the City's financial software program ($50,000).

Revenue
The decrease in Fees, Service Charges, & Misc Revenue is a change in a recovery formula for S&HS for direct ITT support in the amount of $41,390. The recovery for departmental hardware and software items also decreased by $10,593.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,212,559	$2,146,071	$2,419,264	$2,506,656	$87,392	3.61%
Purchase of Goods	$204,648	$164,724	$291,990	$209,550	($82,440)	(28.23%)
Services and Rents	$878,968	$1,169,603	$1,076,867	$1,304,711	$227,844	21.16%
Financing LTD Principal & Interest	$0	$0	$136,250	$0	($136,250)	(100.00%)
Financial and Transfers	$88,780	$38,138	$40,000	$68,825	$28,825	72.06%
Subtotal	**$3,384,955**	**$3,518,536**	**$3,964,371**	**$4,089,742**	**$125,371**	**3.16%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$65,940	$65,940	100.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$257,453	$251,117	$268,100	$230,960	($37,140)	(13.85%)
Internal Revenue	$449,057	$515,464	$585,050	$574,457	($10,593)	(1.81%)
Contribution from Reserves	$0	$45,500	$0	$0	$0	0.00%
Subtotal	**$706,510**	**$812,081**	**$853,150**	**$871,357**	**$18,207**	**2.13%**
NET OPERATING COST (TAXATION)	**$2,678,445**	**$2,706,455**	**$3,111,221**	**$3,218,385**	**$107,164**	**3.44%**
CAPITAL						
Gross Capital	$126,278	$136,250	$0	$75,000	$75,000	100.00%
Capital Funding	$0	$0	$0	($75,000)	($75,000)	100.00%
NET CAPITAL COST (TAXATION)	**$126,278**	**$136,250**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$2,804,723**	**$2,842,705**	**$3,111,221**	**$3,218,385**	**$107,164**	**3.44%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Auditing and Accounting	$1,640,119	$1,482,988	$1,708,369	$1,790,576	$82,207	4.81%
Insurance / Risk Management Services	$135,594	$114,436	$140,631	$142,859	$2,228	1.58%
ITT Services	$1,029,010	$1,245,281	$1,262,221	$1,284,950	$22,729	1.80%
TOTAL OPERATING AND CAPITAL	**$2,804,723**	**$2,842,705**	**$3,111,221**	**$3,218,385**	**$107,164**	**3.44%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-69 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

ITT Master Plan

Non-Departmental

2020 Budget Submission

Includes:

- This section holds all transactional items related to corporate revenue: taxation, OMPF, POA, Investment Income, Interest on Taxes, Sale of Land, etc.; and
- Financial transfers; such as, tax write offs, contributions to reserves, property assessment services (MPAC), charity rebates, and other transfers for HoTC, Brownfield and Affordable Housing programs.

Revenue

The chart below outlines the changes in Revenue from the 2019 budget to the 2020 submission.

Description	2019 Budget	2020 Submission	$ Change
Taxation	73,797,487	74,891,343	1,093,856
In the proposed budget, revenue from property taxes would increased by $1,093,856 (1.48%). This represents an increase of $67.83 (2.72%) to the average residential property.			
Payment in Lieu, Supplementary Taxation and Growth	1,933,600	2,769,381	835,781
Payments in lieu of taxation will see a increase of $23,781. It is expected that supplementary taxation will increase by $600,000 in 2020 (2019 $400,000), with Growth budgeted at $212,000 for 2020 (2019 $425,000).			
Provincial and Federal Grants	4,474,100	4,805,400	331,300
2020 OMPF has been confirmed at $4,185,400 (2019 $3,834,100). The City will see a decrease of $20,000 in POA revenue in 2020.			
Fees, Services Charges & Misc. Revenue	1,409,400	1,742,400	333,000
The City is seeing higher interest rates on investments. Investment Income for 2020 is budgeted at $1,200,000 (an increase of $350,000 compared to 2019). It is estimated that Interest on Taxes will see a decrease of $20,000 to $500,000 ($520,000 in 2019). It is expected that the City's Purchasing Card Rebate Program will see an increase of $3,000.			
Contributions from Reserves	500,000	-	(500,000)
In prior years, the City budgeted $500,000 from the Tax Stablization Reserve to help offset tax refunds.			
Total Revenue	**82,114,587**	**84,208,524**	**2,093,937**

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$0	$0	$0	$0	$0	0.00%
Purchase of Goods	$0	$0	$0	$0	$0	0.00%
Services and Rents	$181,690	$152,531	$0	$0	$0	0.00%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$5,422,917	$10,796,665	$4,952,130	$4,853,269	($98,861)	(2.00%)
Subtotal	**$5,604,607**	**$10,949,196**	**$4,952,130**	**$4,853,269**	**($98,861)**	**(2.00%)**
REVENUE						
Taxation	$71,161,688	$73,797,483	$73,797,487	$74,891,343	$1,093,856	1.48%
Payments in Lieu & Supplementary & Growth	$1,935,554	$1,929,654	$1,933,600	$2,769,381	$835,781	43.22%
Provincial and Federal Grants	$4,436,210	$4,166,534	$4,474,100	$4,805,400	$331,300	7.40%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,821,817	$1,489,632	$1,409,400	$1,742,400	$333,000	23.63%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$170,606	$0	$500,000	$0	($500,000)	(100.00%)
Subtotal	**$79,525,875**	**$81,383,303**	**$82,114,587**	**$84,208,524**	**$2,093,937**	**2.55%**
NET OPERATING COST (TAXATION)	**($73,921,268)**	**($70,434,107)**	**($77,162,457)**	**($79,355,255)**	**($2,192,798)**	**2.84%**
CAPITAL						
Gross Capital	$100,000	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$100,000**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**($73,821,268)**	**($70,434,107)**	**($77,162,457)**	**($79,355,255)**	**($2,192,798)**	**2.84%**

Financial and Transfers

The chart below outlines the changes in Financial and Transfers from the 2019 budget to the 2020 submission.

Description	2019 Budget	2020 Submission	$ Change
Taxes Written off	$1,500,000	$1,000,000	($500,000)
Tax increment Grants	1,153,500	1,267,449	113,949
Property Assessment	500,000	500,000	-
Charitable Rebate Program	90,100	106,700	16,600
Other Financial	460	460	-
Contribution to Reserves			
Repayment to Working Reserves (DC's)	-	500,000	500,000
Tax Stabilization	500,000	-	(500,000)
Interest Income	286,000	358,480	72,480
Capital Levy	159,820	348,100	188,280
Life Cycle Costing	200,000	250,000	50,000
HoTC Non Refundable TIG	75,000	89,830	14,830
HoTC Capital Outlay repayment	32,250	32,250	-
Brownfields Non Refundable TIG	400,000	400,000	-
Downtown Wall Repair	55,000	-	(55,000)
Total	**$4,952,130**	**$4,853,269**	**($98,861)**

Taxes Written Off (refunds)

Property assessments are updated every four years by MPAC. The 2016 reassessment set the property values for the 2017-2020 property tax years. During this time, the City saw a number of property owners appeal their property values, including large retailers (big box stores) and its three distribution centres.

From 2017 through 2019 to-date, the City has refunded over $8 million in taxes collected.

The year 2020 is the final year of this 4-year phase-in cycle. MPAC has begun to reassess property values for the 2021-2024 property tax years.

Ontario Works Division

2020 Budget Submission

Includes:

The Ontario Works Division provides support to residents of Cornwall and SDG, including the following:

- Income support for qualified residents in temporary need of assistance.
- Employment Assistance Program allows clients to participate in activities such as resume writing and interviewing workshops, job counseling and training, basic education and improving language skills.
- Basic funeral and burial coverage for residents with insufficient estate funds to cover these costs. The *Public Hospitals Act* and *Anatomy Act* also require municipalities to cover these expenses for persons who die in hospital and unclaimed bodies.
- Ontario Works recipients may be eligible for discretionary benefits (dental, vision care, dentures, prosthetics, etc.).

Description

The Ontario Works (OW) Division ensures that qualified residents of Cornwall and SDG receive Ontario Works income and employment assistance. We create opportunities that support individuals to achieve their true potential.

Key Goals

1. Provide income and employment assistance.
2. Maintain program integrity and accountability.
3. Ensure financial responsibility for provincial and municipal tax dollars.

Commentary

Salaries and Benefits
Reductions in this category are due to a reduction in FTEs as a result of retirements and resignations. Due to changes at the provincial level, these positions are not being filled at this time.

Purchase of Goods
There is a decrease in stationary supplies of $10,000 due to changes in document printing protocols. Other decreases include one-time purchases in 2019 for the Alexandria office which are not required in 2020.

Services and Rents
The decrease in this category is largely due to aligning employment related expenses to trend. Other decreases relate to the internal charge due to staffing cost sharing, as well as other employment related trends.

Financial and Transfers
Benefit expenditures for 2020 are more closely aligned with trend and reflect a declining Ontario Works caseload. In 2020, there has been a reduction in the Homemaker's Services.

Provincial and Federal Grants
Funding is received from the Provincial level, the Ministry of Children, Community and Social Services (MCCSS). OW benefits are 100% provincially funded. The cost of administering benefits is shared between MCCSS, the United Counties of SDG (Counties), and the City. The Municipal share is split between the City (70%) and Counties (30%).

Funding for 2019 and 2020 has been frozen at 2018 levels; therefore, funding will not increase with any cost of living adjustment for program support costs; such as, salaries or overhead (rent, utilities, etc.), but will remain flat to the 2018 allocation. This will force a higher municipal contribution.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$3,651,592	$3,507,102	$3,972,635	$3,840,284	($132,351)	(3.33%)
Purchase of Goods	$77,761	$43,279	$66,072	$49,000	($17,072)	(25.84%)
Services and Rents	$1,114,360	$1,069,172	$1,330,746	$1,266,336	($64,410)	(4.84%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$18,578,451	$16,461,996	$19,698,560	$18,442,885	($1,255,675)	(6.37%)
Subtotal	**$23,422,164**	**$21,081,549**	**$25,068,013**	**$23,598,505**	**($1,469,508)**	**(5.86%)**
REVENUE						
Provincial and Federal Grants	$22,161,800	$19,811,240	$23,563,794	$22,147,970	($1,415,824)	(6.01%)
Other Municipalities	$556,464	$563,718	$614,968	$577,311	($37,657)	(6.12%)
Fees, Service Charges, & Misc Revenue	$0	$0	$0	$0	$0	0.00%
Internal Revenue	$273	$100	$0	$4,880	$4,880	100.00%
Contribution from Reserves	$0	$0	$49,164	$81,664	$32,500	66.11%
Subtotal	**$22,718,537**	**$20,375,058**	**$24,227,926**	**$22,811,825**	**($1,416,101)**	**(5.84%)**
NET OPERATING COST (TAXATION)	**$703,627**	**$706,491**	**$840,087**	**$786,680**	**($53,407)**	**(6.36%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$703,627**	**$706,491**	**$840,087**	**$786,680**	**($53,407)**	**(6.36%)**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Cost of Administration and Employment Assistance	$677,740	$699,074	$831,267	$778,365	($52,902)	(6.36%)
Ontario Works Benefit Program	$25,887	$7,417	$8,820	$8,315	($505)	(5.73%)
TOTAL OPERATING AND CAPITAL	**$703,627**	**$706,491**	**$840,087**	**$786,680**	**($53,407)**	**(6.36%)**

Child Care Services

2020 Budget Submission

Includes:

- The Child Care Division is responsible for all aspects of the local Child Care and Early Years system within Cornwall and SDG, including the planning and oversight of local programs and services.
- Manages the Child and Family Support Programs (EarlyON programs) and special needs resourcing.
- Maintains service contracts with 13 operators for 36 sites and a licensed Home Child Care Agency for up to 20 sites to ensure sufficient child care is available in the area.
- Monitors and facilitates child care provider compliance with Ministry of Education funding guidelines.
- Determines fee subsidy eligibility for clients.
- Distributes special purpose funds for minor renovations, repairs and maintenance, play equipment, capacity building and general operating grants.
- Directly operates – Richelieu Child Care Centre (42 children), Home Child Care Agency (10-20 providers).
- A 5-year service plan that supports the goals and objectives of the division.

Description

Ensure families have access to a range of quality Child Care and Early Years programs that are supported by the Child Care Division.

Key Goals

1. Increasing access and affordability for all.
2. Quality initiatives to support early years programs and services.
3. Promoting licensed care within our communities.
4. Maintaining community partnerships; sharing the Division's vision for the early years.

Commentary

Salaries and Benefits
Salaries and benefits has decreased with the elimination of a part-time position. Any staff turnover has resulted in a decrease as new employees start at the lower end of the pay scale.

Services and Rents
Special purpose expenses are in line with perceived needs and offset by increases to general operating grants. The variance in Services and Rents is due to a reduction in Expansion Plan, Early Learning Child Care (ELCC), and base funding.

Revenue
The data used for the funding methodology has been updated to include the 2016 Census source data inputs. This resulted in a $50,630 reduction in our general allocation funding in 2020, as well as a decrease of $306,174 in the provincial funding our Expansion Plan funding.

While the overall Provincial allocation has increased over the last several years, the increase has been to enveloped funding, with declines in the general funding allocation. Specifically, the Expansion Plan and ELCC funding envelope requires continuous increases to investment in care for children up to Kindergarten age, yet the growing need in our area is in care for children older than this demographic.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,401,985	$1,306,626	$1,670,693	$1,605,118	($65,575)	(3.93%)
Purchase of Goods	$32,416	$26,773	$47,570	$42,400	($5,170)	(10.87%)
Services and Rents	$11,816,745	$9,540,563	$13,083,458	$10,746,373	($2,337,085)	(17.86%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$15,195	$4,996	$15,762	$12,935	($2,827)	(17.94%)
Subtotal	**$13,266,341**	**$10,878,958**	**$14,817,483**	**$12,406,826**	**($2,410,657)**	**(16.27%)**
REVENUE						
Provincial and Federal Grants	$11,596,507	$9,829,224	$13,322,981	$10,550,696	($2,772,285)	(20.81%)
Other Municipalities	$177,351	$168,509	$183,830	$179,210	($4,620)	(2.51%)
Fees, Service Charges, & Misc Revenue	$354,225	$359,307	$422,422	$400,000	($22,422)	(5.31%)
Internal Revenue	$1,144,514	$513,966	$877,367	$1,264,012	$386,645	44.07%
Contribution from Reserves	$3,753	$0	$0	$0	$0	0.00%
Subtotal	**$13,276,350**	**$10,871,006**	**$14,806,600**	**$12,393,918**	**($2,412,682)**	**(16.29%)**
NET OPERATING COST (TAXATION)	**($10,009)**	**$7,952**	**$10,883**	**$12,908**	**$2,025**	**18.61%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**($10,009)**	**$7,952**	**$10,883**	**$12,908**	**$2,025**	**18.61%**

Social Housing Services

2020 Budget Submission

Includes:

- Social Housing (SH) Services is designated as the Service Manager by the Ministry of Municipal Affairs and Housing for the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry (SDG).
- The Division is responsible for the administration of funds provided by the Federal, Provincial and Municipal governments and to ensure program compliance for a variety of programs.

Description

To ensure that individuals with low to moderate incomes, seniors, or with special needs (who can live with supports), have access to a range of quality housing programs that are supported by the Housing Division.

Key Goals

1. To ensure a system of services and supports is in place to help those who are homeless or at risk of being homeless to obtain housing.
2. To ensure a system of services and supports is in place to help those who are at risk of becoming homeless to maintain/stabilize their housing.
3. To support and promote efforts that help maintain and preserve suitable existing housing stock in the community.
4. To encourage the development of appropriate and affordable new housing.

Commentary

The Social Housing Department is responsible for the governance of 2,042 rental units within the City of Cornwall and SDG and to address local priorities and better meet the needs of homeless individuals and families or those at risk of becoming homeless.

The Division also oversees the following:

- Social Housing Centralized Waitlist
- Rent Supplement Programs
- Ontario Renovates Program
- Survivor's of Domestic Violence Program
- Homelessness Prevention (CHPI) (utility and rental arrears, moving costs, repatriation, etc.) to support permanent residence and/or prevent eviction
- Domiciliary Program
- Hoarding Initiative (through CMHC)
- Personal Disaster Agreement (through Red Cross)
- Ten-Year Housing Plan
- Enumeration (Homelessness study)
- Foot Care and Homemakers' Services

Salaries and Benefits

Full-time vacant positions were filled temporarily by new employees who are starting at the beginning of the pay grid. With new program funding, we have allocated funds for a dedicated Intensive Case Manager for Housing Stability (100% provincially funded).

Purchase of Goods

Under the Community Homelessness Prevention Initiative (CHPI), line items like food provisions and transportation (etc.) fluctuate regularly to meet client needs. CHPI is 100% funded by the Province (MMAH).

Services and Rents

We received new 100% Federal/Provincial funding in Canada-Ontario Community Housing Initiative ($125,000) and Ontario Priorities Housing Initiative ($461,000). The reduction in services and rents is related to a decrease in the Ontario Renovates program.

Financial and Transfers

Due to the end of mortgages, a few Social Housing Providers no longer require the level of subsidy ($400,000) that was previously issued. As a result, we are recommending a new reserve fund to transfer these savings to, which will be earmarked for future social housing regeneration or augmentation of units. In 2020, we are no longer receiving admin funding for some programs that are now completed. In addition, Cost of Administration for new program funding is capped at 5% (previously 10%).

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$812,095	$662,019	$884,864	$1,008,965	$124,101	14.02%
Purchase of Goods	$42,930	$11,018	$62,750	$21,575	($41,175)	(65.62%)
Services and Rents	$2,252,574	$1,640,693	$2,238,482	$1,921,936	($316,546)	(14.14%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$13,667,224	$11,955,645	$13,392,482	$12,667,292	($725,190)	(5.41%)
Subtotal	**$16,774,823**	**$14,269,375**	**$16,578,578**	**$15,619,768**	**($958,810)**	**(5.78%)**
REVENUE						
Provincial and Federal Grants	$9,375,215	$7,798,454	$9,417,699	$8,431,221	($986,478)	(10.47%)
Other Municipalities	$1,619,462	$1,515,513	$1,653,285	$1,653,333	$48	0.00%
Fees, Service Charges, & Misc Revenue	$251,704	$14,595	$0	$0	$0	0.00%
Internal Revenue	$184,936	$42,518	$73,561	$106,162	$32,601	44.32%
Contribution from Reserves	$0	$221,160	$0	$0	$0	0.00%
Subtotal	**$11,431,317**	**$9,592,240**	**$11,144,545**	**$10,190,716**	**($953,829)**	**(8.56%)**
NET OPERATING COST (TAXATION)	**$5,343,506**	**$4,677,135**	**$5,434,033**	**$5,429,052**	**($4,981)**	**(0.09%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$5,343,506**	**$4,677,135**	**$5,434,033**	**$5,429,052**	**($4,981)**	**(0.09%)**

Glen Stor Dun Lodge

2020 Budget Submission

Includes:

- The Glen Stor Dun Lodge (GSDL) is a Long-Term Care Home which is responsible for 132 beds. A number of departments support the legislative requirements of Long-Term Care Home, such as: Nursing Care, Programs and Services, Dietary, and Support Services (Housekeeping, Laundry and Maintenance).
- The GSDL also houses an Outreach program that provides Adult Day Away Programs, the Community's Meals on Wheels, a Crisis Intervention Service, and a Telephone Assurance Program.

Description

The GSDL's mission is to provide quality care and service to our community through a collaborative, compassionate and innovative approach.

Key Goals

1. Fostering community engagement.
2. Striving towards organizational excellence.
3. Enhancing our commitment to our people.

Commentary

Resident Services
The GSDL receives funding from a number of sources. Revenues from the Ministry are based on envelopes of funding for specific programs as well as formula-based funding based on acuity (Case Mix Index (CMI)). An overall provincial revenue decrease of 1.73% is due to the loss of the Structural Compliance Premium ($12,045/month) and the High Wage Transition Fund ($5,819/month).

The Nursing department provides 24-hour nursing support for 132 residents. In 2020, there is a $7,500/month decrease in funding due to the CMI but a new Level of Care funding (LOC) of $7,100/month. Leaving us with an overall shortfall of $400/month.

In the 2020 Budget, a Full Time Coordinator of Resident and Family services (Social Services Worker) and a Part-Time Nurse Practitioner has been added. Eighty-five (85) percent of these positions are funded by the Long-Term Care Interdisciplinary Network Care (LINC) program under an agreement made with the Local Health Integration Network (LHIN). Benefit costs will be increasing in 2020 and as a result, there is an increase in the salaries and benefits envelope.

Overall, there is an increase in Resident Services of $248,151 (48.64%), which includes an increase in the net capital request.

Maintenance
The staffing model for the maintenance of the GSDL changed in 2019. As the building ages and the equipment gets more complex, technical specialties are becoming more important. In the 2020 budget submission, the Maintenance Supervisor position has been eliminated. The capital requirements for the facility will be overseen by the City Facilities Division, as they have the necessary skills and technical knowledge related to asset management.

Outreach Programs
The outreach budget is presented with a 12.13% decrease. The decrease is directly tied to the food re-alignment and allocation due to a slight reduction in demand.

Overall
Total operating expenditures for the GSDL increased by $287,557 or 2.19%. With a reduction in provincial funding, the net operating budget for the GSDL has increased by $131,081 or 10.84%.

Capital
The capital requirement has increased by $22,750 or 8.15%.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$10,315,614	$9,221,784	$10,798,127	$11,037,005	$238,878	2.21%
Purchase of Goods	$1,472,372	$1,357,129	$1,530,068	$1,485,794	($44,274)	(2.89%)
Services and Rents	$720,386	$619,878	$709,966	$779,886	$69,920	9.85%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$70,879	$91,648	$78,246	$101,279	$23,033	29.44%
Subtotal	**$12,579,251**	**$11,290,439**	**$13,116,407**	**$13,403,964**	**$287,557**	**2.19%**
REVENUE						
Provincial and Federal Grants	$6,873,923	$5,844,425	$7,056,720	$6,934,878	($121,842)	(1.73%)
Other Municipalities	$586,711	$588,236	$641,710	$734,543	$92,833	14.47%
Fees, Service Charges, & Misc Revenue	$4,118,529	$3,515,735	$4,208,985	$4,394,470	$185,485	4.41%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$11,579,163**	**$9,948,396**	**$11,907,415**	**$12,063,891**	**$156,476**	**1.31%**
NET OPERATING COST (TAXATION)	**$1,000,088**	**$1,342,043**	**$1,208,992**	**$1,340,073**	**$131,081**	**10.84%**
CAPITAL						
Gross Capital	$364,688	$279,300	$399,000	$431,500	$32,500	8.15%
Capital Funding	$0	$0	($119,700)	($129,450)	($9,750)	8.15%
NET CAPITAL COST (TAXATION)	**$364,688**	**$279,300**	**$279,300**	**$302,050**	**$22,750**	**8.15%**
TOTAL OPERATING AND CAPITAL	**$1,364,776**	**$1,621,343**	**$1,488,292**	**$1,642,123**	**$153,831**	**10.34%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Resident Services	$467,815	$766,756	$510,150	$758,301	$248,151	48.64%
Maintenance	$674,076	$597,696	$748,026	$681,626	($66,400)	(8.88%)
Outreach Programs	$222,885	$256,891	$230,116	$202,196	($27,920)	(12.13%)
TOTAL OPERATING AND CAPITAL	**$1,364,776**	**$1,621,343**	**$1,488,292**	**$1,642,123**	**$153,831**	**10.34%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-81 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Building Requirements - Various
Passenger Elevator Hydraulic Modernization & Inground Cylinder Replacement
Resident Equipment
Flooring Replacement

Cornwall SDG Paramedic & Emergency Mgmt Services

2020 Budget Submission

Includes:

- The provision of Ambulance Services for the area of Cornwall, Stormont, Dundas and Glengarry (SDG).
- The provision of Emergency Management to the Corporation of the City of Cornwall.
- The provision of hospital avoidance strategies by supporting the Community Paramedic Program.

Description

Paramedics are trained to provincial standards to render care to medically ill or injured patients.

The Community Paramedic program utilizes paramedics to respond to people who reside within Cornwall, Stormont, Dundas and Glengarry in an effort to reduce visits to an emergency department for non emergency care.

The mission of the City of Cornwall office of Emergency Management is to provide the highest level of emergency preparedness to the citizens of Cornwall and its visitors. Our goal is to save lives, protect property and the environment through prevention, mitigation, preparedness, response and recovery actions.

Key Goals

1. Meet legislated standards under the Ambulance Act and Emergency Management.
2. For Canadian Triage and Acuity Scale (CTAS) to have paramedics on scene:
   - Sudden cardiac arrest - 6 min, 30% of the time
   - CTAS 1 - 8 min, 30% of the time;
   - CTAS 2 - 10 min, 60% of the time
   - CTAS 3 - 15 min, 75% of the time
   - CTAS 4 & 5 - 30 min, 90% of the time.
3. Develop strategies to curb the demand for additional resources. This will include active participation in the provincial modernization initiatives of ending hallway medicine while being sustainable.

Commentary

Salaries and Benefits

The 2020 budget submission reflects no substantial changes over last year. The service continues to encourage paramedics to obtain their Advanced Care Paramedic (ACP) qualifications. Equipment procurement is also progressing to support more ACP’s.

Long-term absences continue to be a major contributor to costs in the range of $700,000. Absences due to Post Traumatic Stress have had a significant impact. In addition to the traditional Employee Assistance Programs, paramedics have a peer support team, as well as, short-term mental wellness days in an effort to mitigate some of this effect. The net effect is a reduction of WSIB costs by $45,000 estimated in the 2020 budget. This area will continue to be monitored.

Purchase of Goods

Purchase of goods has increased by $66,632 or 8.22% over last year. The major contributors include increased costs for medical supplies, the need for additional medication as a result of new medical standards, additional uniforms for newly hired part time staff, and equipment requirements; such as, laptop mounts.

Financing LTD Principal and Interest

The principal component of LTD is funded by the Land Ambulance Reserve while interest is funded by the Ministry of Health, the United Counties of SDG, and the City.

Revenues

It is speculated that funding from the Province will be less than the cost of living which will potentially shift more of the funding responsibility towards the municipalities to maintain current practices. In 2020, funding from the Province has been budgeted with a 1% increase when compared to the allocation for 2019. Call volumes continue to increase for the Service. If the current model and practices for calls do not change, long-term planning indicates additional resources may be needed by 2024 to maintain the Service.

The Community Paramedic Program is funded at 100% through the Local Health Integration Network (LHIN) which is being dismantled and replaced with Ontario Health. During the transition it has been difficult to get concrete answers related to continued funding.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$11,035,702	$9,975,283	$11,670,704	$11,909,146	$238,442	2.04%
Purchase of Goods	$836,385	$699,134	$806,720	$873,052	$66,332	8.22%
Services and Rents	$1,054,589	$945,173	$1,140,632	$1,133,325	($7,307)	(0.64%)
Financing LTD Principal & Interest	$0	$95,656	$103,600	$104,354	$754	0.73%
Financial and Transfers	$642,304	$543,912	$756,210	$864,280	$108,070	14.29%
Subtotal	**$13,568,980**	**$12,259,158**	**$14,477,866**	**$14,884,157**	**$406,291**	**2.81%**
REVENUE						
Provincial and Federal Grants	$6,998,624	$6,352,680	$6,858,379	$7,001,050	$142,671	2.08%
Other Municipalities	$4,166,315	$4,295,984	$4,686,529	$4,857,460	$170,931	3.65%
Fees, Service Charges, & Misc Revenue	$22,606	$35,273	$33,135	$33,630	$495	1.49%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$70,110	$94,000	$96,432	$2,432	2.59%
Subtotal	**$11,187,545**	**$10,754,047**	**$11,672,043**	**$11,988,572**	**$316,529**	**2.71%**
NET OPERATING COST (TAXATION)	**$2,381,435**	**$1,505,111**	**$2,805,823**	**$2,895,585**	**$89,762**	**3.20%**
CAPITAL						
Gross Capital	$0	$0	$660,000	$709,500	$49,500	7.50%
Capital Funding	$0	$0	($660,000)	($709,500)	($49,500)	7.50%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$2,381,435**	**$1,505,111**	**$2,805,823**	**$2,895,585**	**$89,762**	**3.20%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Cornwall SDG Paramedic Services	$2,305,329	$1,474,659	$2,712,901	$2,807,064	$94,163	3.47%
Community Paramedic	$0	($20,766)	$0	$0	$0	0.00%
Emergency Management Services	$76,106	$51,218	$92,922	$88,521	($4,401)	(4.74%)
TOTAL OPERATING AND CAPITAL	**$2,381,435**	**$1,505,111**	**$2,805,823**	**$2,895,585**	**$89,762**	**3.20%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-75 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

- Ambulance Replacement
- Power Cots
- Automatic CPR Devices
- Paramedic Real-Time Data

Fire Services

2020 Budget Submission

Includes:

- The City of Cornwall Fire Services (CFS) provides responsible emergency services and programs in partnership with our community.

Description

The CFS provides a multitude of emergency services in accordance with the City's Establishing and Regulating bylaw. In addition to a response capability, we provide Fire Prevention services such as public education, and code enforcement.

Key Goals

1. Public fire safety education.
2. Fire safety standards and enforcement.
3. Emergency response.

Commentary

The CFS is planning significant investments in Capital for 2020 by continuing our project to build a new Fire Station Headquarters and Training site. The project is planned and budgeted over a period of 3 years, and it started in 2019 with the purchase of the new property, located at 735 Tollgate Road. In 2020, a Request For Proposal (RFP) for the design build will be initiated and site preparation and construction will begin.

In preparation for these investments, we have been shoring up our operational requirements over the last few years by tightening up our operating budgets. Overall, the budget for Purchase of Goods and Services and Rents is flat to the 2019 budget.

Administration and Fire Prevention

For 2020, we are expecting a decrease in revenue based on updated projections for user fees. The budget for public education has decreased slightly, which is attributed to better streamlining of our public education messages. The use of social media has allowed us to reach more people in a more cost-effective manner. This reduction, however, does not mean less public education, but more effective use of resources.

Fire Suppression, Mechanical and Training

A contribution from reserves of $30k will offset some equipment purchases, although overall the budget for 2020 remains relatively flat, with net operating costs mainly attributed to wage and benefit increases through an arbitration award expected in early 2020.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$8,711,495	$8,070,803	$8,941,314	$9,151,713	$210,399	2.35%
Purchase of Goods	$212,712	$177,869	$274,915	$275,757	$842	0.31%
Services and Rents	$178,516	$148,570	$152,625	$151,968	($657)	(0.43%)
Financing LTD Principal & Interest	$315,985	$249,766	$273,242	$273,243	$1	0.00%
Financial and Transfers	$101,012	$84,210	$86,050	$69,300	($16,750)	(19.47%)
Subtotal	**$9,519,720**	**$8,731,218**	**$9,728,146**	**$9,921,981**	**$193,835**	**1.99%**
REVENUE						
Provincial and Federal Grants	$1,396	$0	$5,000	$5,000	$0	0.00%
Other Municipalities	$12,000	$12,000	$12,000	$12,000	$0	0.00%
Fees, Service Charges, & Misc Revenue	$66,927	$99,422	$94,750	$45,000	($49,750)	(52.51%)
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$0	$0	$30,000	$30,000	100.00%
Subtotal	**$80,323**	**$111,422**	**$111,750**	**$92,000**	**($19,750)**	**(17.67%)**
NET OPERATING COST (TAXATION)	**$9,439,397**	**$8,619,796**	**$9,616,396**	**$9,829,981**	**$213,585**	**2.22%**
CAPITAL						
Gross Capital	$60,000	$0	$2,990,000	$2,900,000	($90,000)	(3.01%)
Capital Funding	$0	$0	($2,990,000)	($2,900,000)	$90,000	(3.01%)
NET CAPITAL COST (TAXATION)	**$60,000**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$9,499,397**	**$8,619,796**	**$9,616,396**	**$9,829,981**	**$213,585**	**2.22%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Administration/Prevention	$829,277	$702,625	$1,019,782	$1,151,840	$132,058	12.95%
Supression	$8,670,120	$7,917,171	$8,596,614	$8,678,141	$81,527	0.95%
TOTAL OPERATING AND CAPITAL	**$9,499,397**	**$8,619,796**	**$9,616,396**	**$9,829,981**	**$213,585**	**2.22%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-72 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Fire Headquarters and Training Centre

Cornwall Police Service

2020 Budget Submission

Includes:

- The Cornwall Police Service (CPS) is a municipal police service as provided for under the Police Services Act of Ontario. In partnership with the community, the CPS is committed to the pursuit of excellence and keeping our city safe. The 2020 budget provides funding for administration and infrastructure necessary to provide adequate and effective policing as required under the Police Services Act for the City of Cornwall.

Description

The CPS provides services which include: Crime Prevention, Law Enforcement, Assistance to victims of crime, Public order maintenance, and Emergency Responses.

Strategic Priorities:

1. **Community Engagement**
   a. Strengthen and expand partnerships.
   b. Enhance service to the vulnerable sector.
   c. Optimize the deployment of volunteers.
2. **Organizational Excellence**
   a. Enhance traffic safety.
   b. Align equipment, technology and facilities.
   c. Continue CALEA accreditation process.
   d. Optimize core functions of policing.
   e. Develop and promote innovation.
3. **Crime Reduction**
   a. Engage and mentor youth.
   b. Enhance social development.
   c. Increase evidence based, targeted enforcement.
   d. Enhance visibility and presence.

Commentary

The CPS is made up of 88 sworn police officers, 10 Special Constable, 38 civilian members and 14 part-time civilian members. Service is provided 24/7 to an area of 62 square kilometers and a population of approximately 46,900.

Salaries and Benefits

Salaries and Benefits account for over 87% of the total operating budget. Increases represent incremental and contractual obligations.

Purchase of Goods

Necessary upgrades to IT security amount to $32,000. Other IT requirements have increased by $18,000. Upgrade to Patrol Jackets for Front line officers represents an increase of $28,000. A one-time purchase for supplies, which is fully funded through a provincial grant, represents a $61,000 increase.

Services and Rents

Enhancement of our Employee Wellness Plan ($15,000) has been included in Services and Rents. Significant increases in costs associated to training officers at the Ontario Police College have resulted in an increase in Training costs ($20,000). These increases have been offset by reductions in Other Professional Services ($9,200), Telephone Lines ($16,500), and cellular phones ($7,500).

Capital

Gross capital requirements have decreased by 9.76%.

Revenue

Estimated revenues for 2020 are at $1,742,712 an increase of 9.63%. Provincial funding is expected to increase by 12.98% in 2020; however, the estimate for the Court Security Grant is based on 2019 funding levels.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$17,778,429	$16,395,743	$17,936,032	$18,621,435	$685,403	3.82%
Purchase of Goods	$854,260	$683,843	$879,755	$1,027,812	$148,057	16.83%
Services and Rents	$899,154	$921,827	$1,104,342	$1,092,472	($11,870)	(1.07%)
Financing LTD Principal & Interest	$471,584	$334,376	$463,959	$298,147	($165,812)	(35.74%)
Financial and Transfers	$70,005	$98,488	$94,245	$211,400	$117,155	124.31%
Subtotal	**$20,073,432**	**$18,434,277**	**$20,478,333**	**$21,251,266**	**$772,933**	**3.77%**
REVENUE						
Provincial and Federal Grants	$1,327,994	$1,114,443	$1,197,000	$1,352,312	$155,312	12.98%
Other Municipalities	$142,800	$145,600	$145,600	$148,400	$2,800	1.92%
Fees, Service Charges, & Misc Revenue	$283,294	$405,557	$247,100	$242,000	($5,100)	(2.06%)
Internal Revenue	$250	$1,600	$0	$0	$0	0.00%
Contribution from Reserves	$4,000	$4,600	$0	$0	$0	0.00%
Subtotal	**$1,758,338**	**$1,671,800**	**$1,589,700**	**$1,742,712**	**$153,012**	**9.63%**
NET OPERATING COST (TAXATION)	**$18,315,094**	**$16,762,477**	**$18,888,633**	**$19,508,554**	**$619,921**	**3.28%**
CAPITAL						
Gross Capital	$157,515	$257,100	$323,800	$292,200	($31,600)	(9.76%)
Capital Funding	$0	$0	($171,000)	($192,000)	($21,000)	12.28%
NET CAPITAL COST (TAXATION)	**$157,515**	**$257,100**	**$152,800**	**$100,200**	**($52,600)**	**(34.42%)**
TOTAL OPERATING AND CAPITAL	**$18,472,609**	**$17,019,577**	**$19,041,433**	**$19,608,754**	**$567,321**	**2.98%**

Municipal Works

2020 Budget Submission

Includes:

The Municipal Works (MW) Division encompasses four sub-sections: MW Administration Section, MW Garage Section, Parks & Landscaping (moved to MW in October of 2019) and Health & Safety and Equipment Training Section. The Water & Sewer sections also work under the MW division but under there own budget. Responsibilities of these four sections are described as follows:

- MW Administration Section is responsible for overall management and administration of the MW Division operations as well as the Roads Division operations.
- MW Garage Section is responsible for the asset management planning, operation and maintenance of all City vehicles and equipment (over 300 units) excluding Fire, Police, Paramedic, and Transit vehicles.
- Parks & Landscaping Section is responsible for the day to day operations of various municipally owned parks and recreational trails.
- Equipment and Health & Safety section provides training programs to all MW and Recreation & Facilities employees to support a safe work environment.

Description

Ensure management, coordination and technical support of operations provided by the MW and Roads Divisions; asset management planning, operation and maintenance of municipally owned parks; asset management planning, operation and maintenance of municipal vehicles and equipment; Health & Safety and equipment operation training.

Key Goals

1. Efficient MW operations.
2. Prompt response to public service requests.
3. Reliability of corporate vehicles & equipment.
4. Appropriate training of applicable workforce.

Commentary

Salaries and Benefits
There has been a reduction of two mechanics at the MW Garage. After increases in incremental and contractual obligations, the budget for Salaries and Benefits has been reduced by $94,000.

Purchase of Goods
Parts and Accessories has decreased by $33,000 and Lubricants has decreased by $8,000. These decreases are related to vehicle maintenance activities which will be contracted out.

Services and Rents
There is an increase in Contracted Services, as some vehicle maintenance activities will contracted out. Overall, the budget for the MW garage will decrease by $35,000.

Financing LTD Principal and Interest
The increase represents the principal and interest charges for debt related to capital projects. These projects include: MW Yard Redevelopment Project, MW Fleet Renewal Program, and the Emerald Ash Borer Program.

Revenue
Internal revenue has decreased by $10,000 as a result of a reduction in City Equipment Rental. Departments are charged for the use of vehicles and equipment. These charges are based on the requirements of the department, three-year averages, and trends.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,698,761	$2,099,818	$2,470,542	$2,376,257	($94,285)	(3.82%)
Purchase of Goods	$863,533	$707,528	$959,517	$939,293	($20,224)	(2.11%)
Services and Rents	$1,511,345	$1,462,085	$1,283,378	$1,300,321	$16,943	1.32%
Financing LTD Principal & Interest	$823,622	$896,661	$1,127,891	$1,429,226	$301,335	26.72%
Financial and Transfers	$243,290	$164,649	$117,350	$117,200	($150)	(0.13%)
Subtotal	**$6,140,551**	**$5,330,741**	**$5,958,678**	**$6,162,297**	**$203,619**	**3.42%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$126,511	$45,091	$13,430	$4,130	($9,300)	(69.25%)
Internal Revenue	$2,202,697	$2,249,727	$2,321,782	$2,311,751	($10,031)	(0.43%)
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$2,329,208**	**$2,294,818**	**$2,335,212**	**$2,315,881**	**($19,331)**	**(0.83%)**
NET OPERATING COST (TAXATION)	**$3,811,343**	**$3,035,923**	**$3,623,466**	**$3,846,416**	**$222,950**	**6.15%**
CAPITAL						
Gross Capital	$656,173	$98,750	$5,947,750	$2,663,000	($3,284,750)	(55.23%)
Capital Funding	$0	$0	($5,929,000)	($2,663,000)	$3,266,000	(55.09%)
NET CAPITAL COST (TAXATION)	**$656,173**	**$98,750**	**$18,750**	**$0**	**($18,750)**	**(100.00%)**
TOTAL OPERATING AND CAPITAL	**$4,467,516**	**$3,134,673**	**$3,642,216**	**$3,846,416**	**$204,200**	**5.61%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Administration	$1,067,502	$940,254	$1,008,870	$1,238,050	$229,180	22.72%
Parks and Landscaping	$3,119,186	$2,259,503	$2,444,420	$2,455,226	$10,806	0.44%
Garage	$280,828	($65,084)	$188,926	$153,140	($35,786)	(18.94%)
TOTAL OPERATING AND CAPITAL	**$4,467,516**	**$3,134,673**	**$3,642,216**	**$3,846,416**	**$204,200**	**5.61%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-26 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

MW Equipment
Municipal Works Fleet Renewal Program

MW Yard Redevelopment
Design and Construction Administration of the New Municipal Works and Garage/Multi-Purpose Buildings

Parks and Landscaping
Emerald Ash Borer

Roads Division

2020 Budget Submission

Includes:

- The Roads Division is responsible for summer and winter maintenance of all municipal roads. Major summer maintenance activities include: sidewalk maintenance; asphalt patching; roadside gravelling and grading; curb and gutter maintenance; ditch maintenance, street sweeping and flushing; sign maintenance; bridge maintenance; guard rail maintenance.

- Major winter control activities include: street snow ploughing/salt application; sidewalk snow removal/salting; parking lot snow ploughing/salt application; snow removal operations (downtown core areas, dead ends etc.); cold patch application (pot holes); operation of snow management facility.

- The Traffic Flow Maintenance Section is responsible to maintain effective traffic control systems including traffic signals, signs, street lighting as well as the management of School Crossing Guards for student safety during the school year.

Description

Ensure pedestrians and motorists have year-round access to safe roadway and sidewalk networks and municipal parking lots.

Key Goals

1. Meet or exceed Provincial Minimum Maintenance Standards established for roads, sidewalks and parking lots.
2. Facilitate safe usage and movement for all modes of transportation.
3. Continue to improve service delivery by using technology.
4. Advance integrated transportation network which accommodates both pedestrians and cyclists in order to promote active living.
5. Continue to optimize traffic flow in City while accounting for future growth.

Commentary

Salaries and Benefits
There is no change in the staffing complement of this division. Increases represent incremental and contractual obligations.

Winter Control
There has been an increase of 30% in the cost of manufactured road salt for 2020. Other changes include reductions to city equipment rental ($94,000) which is now in line with the three-year average and trends.

We will be conducting a trial on Beat Juice as an anti-icing agent this winter. This product is applied on the surface of the road prior to a winter event. The product prevents the snow and ice from bonding onto the roadway, giving crews more time to plow and salt afterwards. An evaluation will be conducted following this trial to determine the effectiveness and cost/benefit of using this product.

Summer Control
There is a slight decrease in Summer Control related to contracted services ($7,000), asphalt repairs ($5,000), and water cards ($5,000), and other materials ($9,000) which are now in line with three-year averages.

Traffic Flow Maintenance
There is an increase in tax base funding ($100,000) for capital projects as Pole Replacement had been financed in 2019. Other increases are related to electricity for street lighting ($15,900) as well as an increase ($6,600) in principal and interest charges relating to the 2018 and 2019 capital projects for Pole Replacement and Traffic Signal Upgrades.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,723,624	$1,819,356	$2,105,389	$2,146,237	$40,848	1.94%
Purchase of Goods	$1,250,346	$1,061,201	$1,261,120	$1,428,314	$167,194	13.26%
Services and Rents	$2,158,448	$2,245,803	$2,528,752	$2,426,763	($101,989)	(4.03%)
Financing LTD Principal & Interest	$273,191	$250,426	$370,787	$377,387	$6,600	1.78%
Financial and Transfers	$353,040	$55,881	$50,000	$50,000	$0	0.00%
Subtotal	**$5,758,649**	**$5,432,667**	**$6,316,048**	**$6,428,701**	**$112,653**	**1.78%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$46,455	$30,138	$77,115	$65,278	($11,837)	(15.35%)
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$46,455**	**$30,138**	**$77,115**	**$65,278**	**($11,837)**	**(15.35%)**
NET OPERATING COST (TAXATION)	**$5,712,194**	**$5,402,529**	**$6,238,933**	**$6,363,423**	**$124,490**	**2.00%**
CAPITAL						
Gross Capital	$0	$0	$563,600	$400,000	($163,600)	(29.03%)
Capital Funding	$0	$0	($563,600)	($300,000)	$263,600	(46.77%)
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$100,000**	**$100,000**	**100.00%**
TOTAL OPERATING AND CAPITAL	**$5,712,194**	**$5,402,529**	**$6,238,933**	**$6,463,423**	**$224,490**	**3.60%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Summer Control	$1,132,478	$1,340,799	$1,445,500	$1,433,550	($11,950)	(0.83%)
Winter Control	$2,541,581	$2,318,388	$2,488,464	$2,586,407	$97,943	3.94%
Traffic Flow Maintenance	$2,038,135	$1,743,342	$2,304,969	$2,443,466	$138,497	6.01%
TOTAL OPERATING AND CAPITAL	**$5,712,194**	**$5,402,529**	**$6,238,933**	**$6,463,423**	**$224,490**	**3.60%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-22 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Traffic Signal Upgrades
Pole Replacement Program

Transit Services

2020 Budget Submission

Includes:

- Cornwall Transit (CT) is responsible for the safe and timely public transportation for citizens, including persons with disabilities. CT is divided into an Operation division and a Maintenance division.
- The Operations Division provides conventional, specialized (Handi-Transit), Community bus and Cornwall Business Park bus service. The Maintenance division provides preventative maintenance for 15 conventional and 10 Handi-Transit buses. Also, vehicle maintenance for all EMS & Police vehicles and the Command Post, along with the Transit Facility and equipment unique to transit operations.

Description

Cornwall Transit provides an efficient and effective transit system that has indispensable economic value to the community.

Key Goals

1. Continue to implement Transit Master Plan recommendations with flexibility
2. Maintain bus fleet replacement schedule
3. Maintain and increase ridership
4. Maintain community presence through promotions

Commentary

Provincial Gas Tax (PGT)

Cornwall Transit has received PGT since its inception in 2004. It is based on 70% population and 30% ridership. All municipalities with transit systems are entitled to PGT. The pool of PGT is derived from 2¢ per litre of fuel sold in Ontario. Revenue from PGT has been reduced in the 2020 budget due to indications that the Provincial government is reviewing the program for 2019/2020 and future years. The Program stability is currently unknown. Presently, PGT funds are used to maintain previous improvements (65%) while the balance is earmarked for capital projects or financing of capital projects (35%).

Investing in Canada Infrastructure Program (ICIP)

This funding stream reflects a partnership between the Federal government (40%), the Provincial government (33.33%) and the municipality (26.67%). The funding arrangement covers 10 years from 2018 to 2027. It is based on 2015 ridership; Cornwall reported a ridership of 804,007.

The Provincial government has announced that it is committed to its share of the Fund, but the Federal Government's portion of the Fund has not been finalized, although a positive announcement is expected shortly. All Cornwall Transit projects submitted for Council approval in the 2019 and 2020 budget that rely on ICIP funding will be put on hold until the roll out of the ICIP is finalized.

Conventional Services

Transit Master Plan recommendations will continue. The Community Bus will be maintained and Cornwall Business Park routes will be adjusted as necessary with input from business members and appropriate stakeholders. New technologies such as Passenger Counters and Web Based Applications is waiting for Federal ICIP funding approval. Contactless fare payments systems will be explored through a new farebox system.

Maintenance

Buses operate on diesel fuel and the budget remains flat for the first time in many years. The bus fleet replacement plan continues with the purchase of 2 conventional buses and one Handi-Transit bus and plays a very important role in effectively maintaining cost. New and improved technologies will continue to be part of all new buses to enhance the rider's experience.

Financing LTD Principal and Interest

The increase represents the principal and interest charges for debt related to capital projects, including the purchase of conventional and Handi-Transit buses.

Financial and Transfers

Software support for electronic fareboxes has been included at a cost of $17,000, while new dispatch software is also included at $10,000.

Ridership/Revenues

Conventional ridership is expected to be 865,000 and HT ridership is expected to be 35,000 for a total of 900,000 in 2019. A modest fare increase is budgeted for May 1/2020. Cornwall Transit will continue to explore ridership/ revenue options to enhance quality of life to riders in the community.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$3,645,096	$3,350,022	$3,743,607	$3,812,253	$68,646	1.83%
Purchase of Goods	$1,047,559	$883,048	$1,002,125	$1,017,115	$14,990	1.50%
Services and Rents	$381,013	$256,562	$404,235	$400,221	($4,014)	(0.99%)
Financing LTD Principal & Interest	$246,772	$285,798	$433,425	$507,679	$74,254	17.13%
Financial and Transfers	$135,662	$158,016	$137,048	$164,128	$27,080	19.76%
Subtotal	**$5,456,102**	**$4,933,446**	**$5,720,440**	**$5,901,396**	**$180,956**	**3.16%**
REVENUE						
Provincial and Federal Grants	$603,099	$503,617	$774,825	$733,509	($41,316)	(5.33%)
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,617,550	$1,449,963	$1,742,140	$1,765,140	$23,000	1.32%
Internal Revenue	$441	$580	$0	$0	$0	0.00%
Contribution from Reserves	$0	$25,663	$0	$0	$0	0.00%
Subtotal	**$2,221,090**	**$1,979,823**	**$2,516,965**	**$2,498,649**	**($18,316)**	**(0.73%)**
NET OPERATING COST (TAXATION)	**$3,235,012**	**$2,953,623**	**$3,203,475**	**$3,402,747**	**$199,272**	**6.22%**
CAPITAL						
Gross Capital	$287,627	$0	$1,590,000	$2,296,000	$706,000	44.40%
Capital Funding	$0	$0	($1,590,000)	($2,296,000)	($706,000)	44.40%
NET CAPITAL COST (TAXATION)	**$287,627**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$3,522,639**	**$2,953,623**	**$3,203,475**	**$3,402,747**	**$199,272**	**6.22%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Operations Division	$1,258,671	$1,351,920	$1,414,671	$1,496,583	$81,912	5.79%
Maintenance Division	$2,263,968	$1,601,703	$1,788,804	$1,906,164	$117,360	6.56%
TOTAL OPERATING AND CAPITAL	**$3,522,639**	**$2,953,623**	**$3,203,475**	**$3,402,747**	**$199,272**	**6.22%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-32 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Conventional Buses
Handi-Transit Bus
Electronic Fareboxes
Bus Shelters and Bus Stop Accessibility
Bus Surveillance System
Air Recovery Units

Infrastructure Planning

2020 Budget Submission

Includes:

- The Administration Section is responsible for the management and support services that enable the division to operate. This activity also includes the maintenance of records such as construction drawing archives, reports and legal plans.

- The Design and Construction Section includes all aspects of capital project implementation. These projects are typically related to linear infrastructure which includes roads, sewer and watermain. Activities include asset management, pre-engineering survey, preparation of base plans, design of new/replacement infrastructure, specifications and tender preparation, construction layout, construction supervision, progress payment preparation and as-built drawing records.

- The GIS Section is a component of the Design and Construction Section which is responsible to maintain infrastructure databases used for asset management. The GIS Section is also responsible for maintaining the GIS mapping used by most municipal staff, including Cornwall Police Services, as well as a public interactive mapping website (maps.cornwall.ca).

- The Subdivisions and Approvals Section oversees the subdivision approval process through the planning, design and construction stages. Following Draft Plan Approval, developers must enter into a Subdivision Agreement which includes review of all aspects of the development such as the preliminary servicing report, construction drawings, lot grading, financial security, quality control, and final acceptance of the works. Developments are subject to an administration fee which is the revenue source for the Division.

Description

The Infrastructure Planning Division provides engineering services, capital planning, project design and construction administration for the City's linear infrastructure.

This infrastructure includes 403km of sewer, 272km of watermain, 272km of roadway, 198km of sidewalks and 25 bridges/large culverts, which together have a replacement value of approx. $807M.

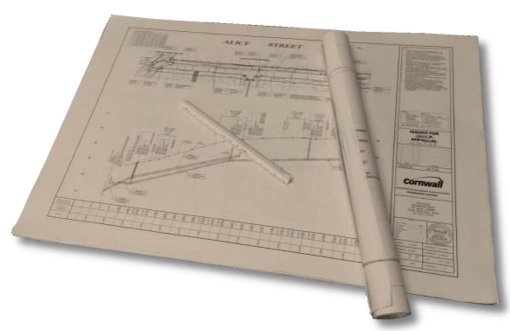
Key Goals

1. Maintain and advance Asset Management inventory and strategy.
2. Adopt and Implement Public Consultation Policy.
3. Seek partnership/funding opportunities with upper levels of government.
4. Continue implementation of Bicycle & Pedestrian Masterplan to promote Active Transportation.
5. Actively plan, account and manage future growth.
6. Implement/maintain productive and transparent capital project planning processes.

Commentary

Salaries and Benefits
There are no changes to the staffing complement in the Infrastructure Planning Division from 2019 to 2020. Increases are related to incremental and contractual obligations.

Long-Term Debt Financing
Principal and interest charges have increased in relation to capital projects that were funded through debt. These projects include: Reconstruction of Marleau Avenue, Culvert Replacement on McConnell Avenue, Lemay Street Extension, and the Brookdale CN Overpass.



Revenue
Revenues are primarily derived from internal design and construction management fees charged to capital projects.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,378,980	$1,196,088	$1,300,118	$1,358,378	$58,260	4.48%
Purchase of Goods	$19,263	$19,624	$22,200	$22,650	$450	2.03%
Services and Rents	$62,837	$50,799	$94,905	$62,916	($31,989)	(33.71%)
Financing LTD Principal & Interest	$200,076	$281,017	$286,575	$387,259	$100,684	35.13%
Financial and Transfers	$137,716	$143,762	$140,950	$166,650	$25,700	18.23%
Subtotal	**$1,798,872**	**$1,691,290**	**$1,844,748**	**$1,997,853**	**$153,105**	**8.30%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,005,730	$1,043,303	$1,012,480	$1,060,595	$48,115	4.75%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$1,005,730**	**$1,043,303**	**$1,012,480**	**$1,060,595**	**$48,115**	**4.75%**
NET OPERATING COST (TAXATION)	**$793,142**	**$647,987**	**$832,268**	**$937,258**	**$104,990**	**12.61%**
CAPITAL						
Gross Capital	$335,456	$545,000	$6,550,000	$8,815,000	$2,265,000	34.58%
Capital Funding	$0	$0	($6,005,000)	($8,685,000)	($2,680,000)	44.63%
NET CAPITAL COST (TAXATION)	**$335,456**	**$545,000**	**$545,000**	**$130,000**	**($415,000)**	**(76.15%)**
TOTAL OPERATING AND CAPITAL	**$1,128,598**	**$1,192,987**	**$1,377,268**	**$1,067,258**	**($310,010)**	**(22.51%)**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Administration	$1,023,187	$1,166,389	$1,076,050	$758,756	($317,294)	(29.49%)
Design and Construction	$101,382	$25,290	$288,942	$293,911	$4,969	1.72%
Subdivisions and Approvals	$4,029	$1,308	$12,276	$14,591	$2,315	18.86%
TOTAL OPERATING AND CAPITAL	**$1,128,598**	**$1,192,987**	**$1,377,268**	**$1,067,258**	**($310,010)**	**(22.51%)**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-6 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Road Network
- Asphalt Resurfacing on Various City Streets
- Asset Management Plan - Linear Infrastructure

Transportation Capacity
- Marleau Avenue Widening - Stage 2
- Nick Kaneb Dr. Extension - Industrial Park Dr. to Tollgate Rd
- Lemay St. Upgrades and Extension
- Update Subdivision Manual & Subdivision Agreement

Intersections
- Centretown - Water St./Montreal Rd Intersections

Structures
- Boundary Road at Grant's Corners Bridge Reconstruction
- Culvert Replacement - Boals Drain at Benny Ave.
- Small Diameter Culvert Replacement

Active Transportation
- Active Transportation (Bicycle Infrastructure)
- Active Transportation (Sidewalk Infrastructure)

Waste Management Services

2020 Budget Submission

Includes:

- The responsibility for curbside waste collection, recycling collection and processing, landfill site operation, landfill security, leaf and yard waste collection, and the household special waste depot.
- The operation and maintenance of the gas and leachate collection systems for the old and new landfill sites.
- Provide and plan new waste reduction/diversion programs in order to meet municipal and provincial objectives.

Description

Provide the maintenance, supervision, and coordination required to manage the City's waste sustainably and efficiently for the present and future generations of the City of Cornwall.

Key Goals

1. Manage waste as per the Ministry of Environment, Conservation, and Parks (MECP) Certificate of Approval (CofA).
2. Protect the environment by reducing emissions.
3. Increase waste diversion.
4. Meet waste targets as set by the province.
5. Plan waste management for future generations.

Commentary

Waste Management Administration
The Waste Management Division Administration is responsible for supervising the sustainable management of the City's waste as per the MECP's CofA.

Landfill Operations
The City of Cornwall owns and operates a 60-hectare (150 acre) landfill. Operational since 1985, the landfill has an expected closure date of 2032. The landfill site currently operates under a CofA issued by the MECP. This CofA is comprised of a set of rules, which ensures the landfill does not compromise the surrounding environment. Compliance involves monitoring the sites emissions and leachate, ensuring the security of the landfill, and maintaining the sites ability to capture and flare gas are all aspects of the CofA.

Collection and Disposal
The City of Cornwall's contractor collects 13,000 tonnes of residential waste per year, and 3,100 tonnes of recycling. Once the contractor collects the material, it is disposed of at the Corporation's landfill site. The site, operated under a separate contract, handles 39,000 tonnes of waste per year, of which 26,000 tonnes are charged tipping fees.

The 2020 budget presents an increase of 42.22% which is related to the closure and final capping of Quadrant 3 Cell 2, and an anticipated decrease in tipping fees due to a reduction in commercial customers using the landfill facility.

Recycling
The City of Cornwall owns and operates a Material Recovery Facility. This facility processes approximately 4,500 tonnes of recycling per year from the City and surrounding municipalities. The processed material is baled and shipped to end markets by a contractor. The Corporation then receives revenue for the materials sold to end markets.

The budget decrease in Recycling and Diversion is related to the cost saving efficiencies determined in the full cost accounting for inbound tonnage being delivered from other municipalities. These municipalities pay to have their recycling processed at our facility, but also incur a capital charge, which is then contributed to reserves for future capital projects. The revenue from the sale of recycled materials to end markets is shared with these municipalities.

Included in Purchase of Goods is $10,000 for the purchase of outdoor recycling containers for public spaces. There is $15,000 budgeted for the purchase of garbage and recycling carts which will be available for resale to IC&I and multi-residential customers.

Capital
The gross capital budget is lower than that requested in 2019. Of the 2020 projects, $270,000 is funded from the tax base, $30,000 requested for the replacement of the recycling facility bailer being funded out of the Waste Diversion Capital reserve.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$307,962	$292,906	$394,814	$403,573	$8,759	2.22%
Purchase of Goods	$38,281	$102,983	$46,125	$77,685	$31,560	68.42%
Services and Rents	$4,152,657	$4,164,783	$4,598,963	$5,056,216	$457,253	9.94%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$209,939	$103,473	$96,637	$309,493	$212,856	220.26%
Subtotal	**$4,708,839**	**$4,664,145**	**$5,136,539**	**$5,846,967**	**$710,428**	**13.83%**
REVENUE						
Provincial and Federal Grants	$580,158	$298,445	$585,300	$589,198	$3,898	0.67%
Other Municipalities	$0	$0	$0	$777,311	$777,311	100.00%
Fees, Service Charges, & Misc Revenue	$2,500,976	$2,327,764	$2,202,723	$1,919,850	($282,873)	(12.84%)
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$43,500	$0	$0	$0	0.00%
Subtotal	**$3,081,134**	**$2,669,709**	**$2,788,023**	**$3,286,359**	**$498,336**	**17.87%**
NET OPERATING COST (TAXATION)	**$1,627,705**	**$1,994,436**	**$2,348,516**	**$2,560,608**	**$212,092**	**9.03%**
CAPITAL						
Gross Capital	$100,000	$300,000	$300,000	$300,000	$0	0.00%
Capital Funding	$0	$0	$0	($30,000)	($30,000)	100.00%
NET CAPITAL COST (TAXATION)	**$100,000**	**$300,000**	**$300,000**	**$270,000**	**($30,000)**	**(10.00%)**
TOTAL OPERATING AND CAPITAL	**$1,727,705**	**$2,294,436**	**$2,648,516**	**$2,830,608**	**$182,092**	**6.88%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Waste Management Administration	$277,161	$256,805	$407,931	$427,075	$19,144	4.69%
Landfill Operations	$307,956	$227,281	$374,047	$386,524	$12,477	3.34%
Collection and Disposal	($14,066)	$332,331	$400,662	$569,827	$169,165	42.22%
Recycling	$1,156,654	$1,478,019	$1,465,876	$1,447,182	($18,694)	(1.28%)
TOTAL OPERATING AND CAPITAL	**$1,727,705**	**$2,294,436**	**$2,648,516**	**$2,830,608**	**$182,092**	**6.88%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-40 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Landfill Expansion / Alternative Disposal ECA
Landfill Leachate and Gas Collection Systems Upgrades
Landfill Site - Public Service Area Infrastructure Upgrades
Waste Management Diversion Review and Program Implementation
Old Landfill Flaring Facility Decommissioning

Economic Development

2020 Budget Submission

Includes:

- Economic Development works to facilitate the growth of the local economy. Included in this section are efforts aimed at industrial, small business and tourism sectors, along with resident attraction.

- Major activities include marketing efforts, investment relations, tourism marketing, visitor information services, community improvement programs and the operation of the Cornwall Business Enterprise Centre.

Description

Cornwall Economic Development undertakes five major activities:

- Marketing Cornwall
- Investor relations
- Support to existing business
- Development of the Cornwall Business Park
- Research activities and senior government liaison

Key Goals

1. Positive economic growth.
2. Increase in assessment.
3. Positive job creation.
4. Increase in population.
5. Increased tourism activity.

Commentary

Salaries and Benefits
Salary for one individual (0.4 FTE) has been added to provide support to department efforts, in particular to support the growth of conferences and special events. Other increases represent incremental and contractual obligations.

Economic Development
A significant portion of the Economic Development budget is devoted to marketing efforts, which includes print and online efforts aimed at attracting residential, commercial and industrial investment. These efforts are targeted at specific sectors and are guided by a Marketing Plan that supports goals identified in the Economic Development Strategic Plan. A particular focus remains the attraction of young families to Cornwall.

Tourism
The Department is responsible for the marketing and promotion of Cornwall to attract visitors and increase tourism activity. The funding of tourism activities is largely sourced from the proceeds of the Municipal Accommodation Tax (MAT). Gross MAT revenues are reflected in the budget, as are transfers out to the Tourism Development Corporation.

Additional marketing dollars have been budgeted in tourism, to support increased participation at trade shows, improvements to the website and increased distribution of the Visitor Guide.

Community Improvement Programs
The Community Improvement Programs are funded primarily from reserves and funding is dependent on development activity.

Small Business
The Province of Ontario funds the operation of the Cornwall Business Enterprise Centre, including Summer Company and Starter Company programming. Funding levels have dropped although the net impact to the City remains zero.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$669,118	$682,365	$638,139	$697,735	$59,596	9.34%
Purchase of Goods	$15,262	$21,238	$26,307	$26,980	$673	2.56%
Services and Rents	$621,392	$513,427	$481,199	$490,603	$9,404	1.95%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$406,489	$296,781	$425,000	$456,000	$31,000	7.29%
Subtotal	**$1,712,261**	**$1,513,811**	**$1,570,645**	**$1,671,318**	**$100,673**	**6.41%**
REVENUE						
Provincial and Federal Grants	$283,265	$213,571	$278,539	$205,357	($73,182)	(26.27%)
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$384,555	$388,436	$500,195	$728,569	$228,374	45.66%
Internal Revenue	$16,000	$0	$0	$0	$0	0.00%
Contribution from Reserves	$153,716	$21,915	$13,300	$13,300	$0	0.00%
Subtotal	**$837,536**	**$623,922**	**$792,034**	**$947,226**	**$155,192**	**19.59%**
NET OPERATING COST (TAXATION)	**$874,725**	**$889,889**	**$778,611**	**$724,092**	**($54,519)**	**(7.00%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$874,725**	**$889,889**	**$778,611**	**$724,092**	**($54,519)**	**(7.00%)**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Economic Development	$775,978	$748,093	$654,535	$653,648	($887)	(0.14%)
Tourism	$43,837	$26,329	$69,076	$15,444	($53,632)	(77.64%)
Community Improvement Programs	$54,910	$140,673	$55,000	$55,000	$0	0.00%
Business Enterprise Centre	$0	($25,206)	$0	$0	$0	0.00%
TOTAL OPERATING AND CAPITAL	**$874,725**	**$889,889**	**$778,611**	**$724,092**	**($54,519)**	**(7.00%)**

Planning Services

2020 Budget Submission

Includes

- Planning Services is the administrative arm of local government whose function is to recommend the form of future development in Cornwall, and to make recommendations to Council on private/public development applications. The City has full residential subdivision approval and is designated as the one window approval authority by the Ministry.
- The Planning Division is responsible for four distinct activities: Planning Administration, Development Planning, Committee of Adjustment, and Waterfront Activity.

Description

The Planning Division ensures the orderly development of the municipality by authorizing the efficient use of existing infrastructure while promoting sensible land use patterns for new and sustained growth.

The Division maintains the quality of neighbourhoods, environmental protection, the waterfront, and land use changes that promote community improvement and revitalization.

Key Goals

1. Facilitate the orderly and sustainable development of the City of Cornwall.
2. New Zoning Bylaw (Planning Act Regulation).
3. Enhance communications to residents and stakeholders within the City.
4. OPPI and RPP Designation for all Planning staff.

Commentary

The main premise of the Division is to carry out general Planning and Development functions as articulated in the Planning Act, including but not limited to Official Plan (O.P.) and Zoning Amendments, Draft Plans of Subdivision and Condominium approvals, Site Plan Approvals, Waterfront initiatives, Minor Variances / Consents and Zoning Compliances.

Planning Studies

The major document that will commence this year is a review of the Comprehensive Zoning By-law (1969) as amended, which implements the Official Plan, and sets out what parcels of land can be used for certain uses.

As per the Planning Act, a review of this Bylaw must be started within 3 years after the approval of the Official Pan. In conjunction with this review, other Bylaws such as the Signs Bylaw, Streets Bylaw and Noise Bylaw will need to be revised to ensure consistency with the new Zoning Bylaw.

Planning Services has completed work with Thinc Consultants, and now has a new Waterfront Plan for the City. The Waterfront Plan is the principal document to guide development and redevelopment of the Waterfront, as well as the basis of various action plans, identified in the Capital Projects section of the budget.

Revenue

Revenue has increased in the 2020 budget submission to reflect ongoing trends and an increase in subdivision activity.

Salaries and Benefits

Salaries and Benefits have increased slightly because of new staff who are progressing through the pay grid. Other increases represent incremental and contractual obligations.

Services and Rents

The increase in Services and Rents is attributed to the new Zoning Bylaw which is funded from reserves. Planning Services continues to contribute to Reserves in order to fund future studies.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$437,782	$412,044	$516,517	$533,986	$17,469	3.38%
Purchase of Goods	$8,560	$4,935	$11,500	$13,300	$1,800	15.65%
Services and Rents	$163,359	$152,977	$288,751	$297,791	$9,040	3.13%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$152,944	$93,601	$106,374	$90,000	($16,374)	(15.39%)
Subtotal	**$762,645**	**$663,557**	**$923,142**	**$935,077**	**$11,935**	**1.29%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$340,411	$343,506	$256,824	$284,000	$27,176	10.58%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$49,572	$39,788	$160,000	$170,000	$10,000	6.25%
Subtotal	**$389,983**	**$383,294**	**$416,824**	**$454,000**	**$37,176**	**8.92%**
NET OPERATING COST (TAXATION)	**$372,662**	**$280,263**	**$506,318**	**$481,077**	**($25,241)**	**(4.99%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$372,662**	**$280,263**	**$506,318**	**$481,077**	**($25,241)**	**(4.99%)**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Planning Services	$359,038	$277,397	$494,455	$469,702	($24,753)	(5.01%)
Waterfront	$13,624	$2,866	$11,863	$11,375	($488)	(4.11%)
TOTAL OPERATING AND CAPITAL	**$372,662**	**$280,263**	**$506,318**	**$481,077**	**($25,241)**	**(4.99%)**

Building Services, Bylaw and Parking Enforcement

2020 Budget Submission

Includes:

- The Building Division is responsible for administering and enforcing the Ontario Building Code (OBC), the Act and associated regulations on behalf of the Province. The OBC is a set of rules that specify standards for the construction of buildings and structures, with primary concern for health and safety of the occupants.
- The Bylaw Division is responsible for the enforcement of a number of Municipal Bylaws that promote harmony and respect among residents, protects their health, safety, welfare and general quality of life and community.
- The Parking Division is responsible for enforcement operations and issues tickets for violations of the Traffic and Parking Bylaw.

Description

The Building Division's goal is to provide quality service to the community, contractors and developers, that is knowledgeable, efficient and supportive.

The Bylaw Division's goal is to provide customer service excellence through enforcement and public education in contributing to a desirable and harmonious community in which to live, work and play.

The Parking Division's goal is to ensure that Officers are helpful, respectful but firm while exercising their duties with discretion in enforcing traffic regulations contained in the Traffic and Parking Bylaw.

Key Goals

1. Premium public service quality.
2. Progress towards paperless operations, including electronic Building Permit applications and review.
3. Continued emphasis on increasing operational and service efficiencies through Lean initiatives while remaining vigilant for increased efficiency opportunities, towards maximizing input effort to output outcome ratios.

Commentary

Building Services
The 2020 budget submission is based on Building Permit fee increases and new related service fees designed to significantly increase cost recovery. These service fees were implemented in April 2019 as part of a new Building Bylaw. One "E Review" computer station and supporting software are included in the 2020 submission as an initial first minor step towards offering a paperless electronic Building Permit submission and review service.

By-Law Enforcement
The introduction of a Cat Control Bylaw is anticipated for 2020 and it will offer budgeted income tested spay/neuter subsidies ($40,000). Bylaw Enforcement will see an operational change in 2020. Bylaw Officers who were distinct and limited to administering and enforcing only specific Bylaws, will transition to a new best practice regime where they can enforce all Bylaws.

Parking Enforcement
A $45,000 second annual installment payment (of a 3 year contract) for a parking software replacement is budgeted. Two new Pay-By-Plate pay stations will replace aging meters. A convenient "Way-to-Park "parking App will be available early in 2020. Parking Enforcement is a self-funding department, whereby any surplus/deficit is contributed to or funded from the Parking Reserve Fund.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,329,873	$1,383,546	$1,562,007	$1,658,985	$96,978	6.21%
Purchase of Goods	$74,168	$74,139	$86,875	$101,200	$14,325	16.49%
Services and Rents	$479,403	$428,189	$452,694	$469,940	$17,246	3.81%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$227,495	$168,484	$206,640	$236,778	$30,138	14.58%
Subtotal	**$2,110,939**	**$2,054,358**	**$2,308,216**	**$2,466,903**	**$158,687**	**6.87%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,280,588	$2,283,052	$1,369,500	$1,686,168	$316,668	23.12%
Internal Revenue	$116	$86	$0	$0	$0	0.00%
Contribution from Reserves	$17,795	$12,205	$59,031	$66,331	$7,300	12.37%
Subtotal	**$1,298,499**	**$2,295,343**	**$1,428,531**	**$1,752,499**	**$323,968**	**22.68%**
NET OPERATING COST (TAXATION)	**$812,440**	**($240,985)**	**$879,685**	**$714,404**	**($165,281)**	**(18.79%)**
CAPITAL						
Gross Capital	$0	$50,000	$50,000	$0	($50,000)	(100.00%)
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$50,000**	**$50,000**	**$0**	**($50,000)**	**(100.00%)**
TOTAL OPERATING AND CAPITAL	**$812,440**	**($190,985)**	**$929,685**	**$714,404**	**($215,281)**	**(23.16%)**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Building Services	$505,047	($561,656)	$324,398	$104,158	($220,240)	(67.89%)
Bylaw Enforcement	$364,704	$385,830	$639,955	$653,247	$13,292	2.08%
Parking Enforcement	($57,311)	($15,159)	($34,668)	($43,001)	($8,333)	24.04%
TOTAL OPERATING AND CAPITAL	**$812,440**	**($190,985)**	**$929,685**	**$714,404**	**($215,281)**	**(23.16%)**

Recreation Programming

2020 Budget Submission

Includes:

- The responsibility for a wide variety of programs and to provide safe and enjoyable facilities that will meet the social, recreational and cultural needs of the community.
- The management, supervision and coordination of various recreation programs in order to assure safe, fun, and cost effective operations of sports and leisure facilities and parks.

Description

The Recreation Department endeavours to provide a wide variety of programs, and to provide safe and enjoyable facilities that will meet the social, recreational and cultural needs of the community; and to provide accessible recreation opportunities to the citizens of Cornwall in order to improve their quality of life and health.

Key Goals

1. Maintain the existing level of service for our recreational programs and facilities.
2. Maximize participation and minimize operational costs for Aquatic Centre, Civic Complex and Benson Centre.
3. Provide publicly accessible recreation opportunities to the citizens of Cornwall.
4. Promote the Civic Complex and other facilities for special events and other bookings.

Commentary

Salaries and Benefits
There is an increase in full-time salaries as a result of a new Marina Coordinator position 0.6 FTE; previously contracted. Part-time salaries have increased to address seasonal marina staff, as well as trends and 3-year averages. Other increases represent incremental and contractual obligations.

Purchase of Goods
The increase is related to the purchase of gasoline for Marina 200. Offsetting revenues have also been budgeted for the sale of fuel.

Services and Rents
There is an overall reduction to the Services and Rent portion of this budget as a result of a reallocation of funds in Contracted Services and Plumbing/Heating/AC from the Recreation Programming budget to the Facilities budget. There is also a reallocation of funds ($27,230) from Services and Rents to Financial which is related to Aultsville Theatre.

Financial
There is an increase to the Financial portion of the budget which includes an increase of $58,000 for transfer payments to Aultsville Theatre. This $58,000 increase is a combination of the $27,230 transferred from Services and Rents and an increase in rent for Aultsville Theatre as a result of a decision by St. Lawrence College to no longer support the theatre by way of a rental subsidy.

Revenue
There is a substantial increase ($284,549) to the Revenue portion of the Recreation Programming budget which is related to the revenues collected by Marina 200. The new Marina 200 revenues include $116,846 for fuel sales, $139,641 for seasonal dockage, and $30,000 for transient docking fees.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,534,404	$1,769,055	$1,945,006	$2,148,412	$203,406	10.46%
Purchase of Goods	$669,852	$93,958	$107,874	$200,322	$92,448	85.70%
Services and Rents	$885,691	$554,579	$538,264	$451,097	($87,167)	(16.19%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$679,747	$430,830	$655,090	$683,336	$28,246	4.31%
Subtotal	**$4,769,694**	**$2,848,422**	**$3,246,234**	**$3,483,167**	**$236,933**	**7.30%**
REVENUE						
Provincial and Federal Grants	$3,307	$17,615	$28,500	$5,000	($23,500)	(82.46%)
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$2,948,068	$2,553,522	$2,951,120	$3,259,169	$308,049	10.44%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$40,000	$0	$0	$0	0.00%
Subtotal	**$2,951,375**	**$2,611,137**	**$2,979,620**	**$3,264,169**	**$284,549**	**9.55%**
NET OPERATING COST (TAXATION)	**$1,818,319**	**$237,285**	**$266,614**	**$218,998**	**($47,616)**	**(17.86%)**
CAPITAL						
Gross Capital	$0	$16,200	$60,000	$275,000	$215,000	358.33%
Capital Funding	$0	$0	($43,800)	($75,000)	($31,200)	71.23%
NET CAPITAL COST (TAXATION)	**$0**	**$16,200**	**$16,200**	**$200,000**	**$183,800**	**1134.57%**
TOTAL OPERATING AND CAPITAL	**$1,818,319**	**$253,485**	**$282,814**	**$418,998**	**$136,184**	**48.15%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Recreation & Facilities Admin	$283,519	$258,407	$266,733	$232,726	($34,007)	(12.75%)
Benson Centre	$764,916	($723,444)	($1,013,645)	($734,340)	$279,305	(27.55%)
Cornwall Civic Complex	($33,313)	($8,625)	$9,029	$77,788	$68,759	761.54%
Aquatic Centre	$179,887	$209,908	$258,477	$303,504	$45,027	17.42%
Outdoor Pools	$188,526	$188,800	$267,830	$234,100	($33,730)	(12.59%)
Leisure Arts	$280,845	$271,073	$341,951	$297,564	($44,387)	(12.98%)
Ball Soccer Fields	($34,000)	($41,487)	($25,397)	($25,242)	$155	(0.61%)
Big Ben Ski Hill	$80,458	$55,575	$80,216	$73,580	($6,636)	(8.27%)
Marinas	$107,481	$43,278	$97,620	($40,682)	($138,302)	(141.67%)
TOTAL OPERATING AND CAPITAL	**$1,818,319**	**$253,485**	**$282,814**	**$418,998**	**$136,184**	**48.15%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-47 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

Big Ben Snow Making Equipment
Implementation of the Waterfront Plan

City Facilities

2020 Budget Submission

Includes:

The Facilities Management Division provides comprehensive maintenance, custodial and repair services that ensure City properties are maintained in a safe, clean and functional state to best serve the staff and residents of the City.

- City Facilities is responsible for the asset management planning, and maintenance operations of various municipally owned buildings.
- City Facilities is responsible for the day-to-day custodial services at various municipally owned buildings.
- The Division's facility portfolio includes 66 buildings. The Division ensures that all relevant compliance standards and bylaws are met.

Description

Our mission is to support the Corporation and community by providing safe, clean, well-maintained facilities in a responsive, effective, and environmentally-conscious manner. Ensure management, coordination and technical support of asset management planning, operation and maintenance of all municipally owned buildings.

Key Goals

1. Ensure reliable, clean, and safe facilities for staff and public.
2. Prompt response to service requests.
3. Improve energy efficiency of municipal buildings.
4. Appropriate training of applicable workforce

Commentary

Salaries and Benefits
A new Division Manager of Facilities position, as well as a new HVAC Technician position and Asset Management Coordinator position have been included in the 2020 budget submission. Part-time salaries have increased to reflect pay rates of full-time staff (equal pay for equal work) and adjusting part-time hours to 3-year trends. Other increases represent incremental and contractual obligations.

Purchase of Goods
The increase in Purchase of Goods of $102,350 is largely related to cost increases for utilities. Electricity costs have increased by $42,000, Natural gas costs have increased by $14,000, and Cornwall District Heating costs have increased by $10,400.
Also included in the 2020 budget submission is the purchase of a new floor scrubber for the Civic Complex and disc scrubber for the Aquatic Centre. These pieces of equipment have reached the end of their useful life and require replacement. The combined cost for these two items is $22,500.

Financing LTD Principal and Interest
These costs represent the principal and interest charges for debt related to capital projects. These projects include: the Benson Centre, EMS Headquarters, and Ice Equipment. The decrease in this category is related to the debt repayment for the Riverdale Splashpad, which is complete and no longer required in 2020.

Revenue
There is a $194,324 decrease in the revenues for City Facilities. This decrease is related to the reduction in revenue from the Progress Fund that pays for the long-term debt related to the construction of the Benson Centre.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,118,634	$2,806,835	$3,308,824	$3,706,898	$398,074	12.03%
Purchase of Goods	$1,892,437	$2,111,504	$2,487,820	$2,590,170	$102,350	4.11%
Services and Rents	$1,442,789	$1,680,153	$1,770,012	$1,763,125	($6,887)	(0.39%)
Financing LTD Principal & Interest	$983,699	$890,911	$1,052,583	$924,040	($128,543)	(12.21%)
Financial and Transfers	$975,781	$948,325	$1,093,113	$1,164,316	$71,203	6.51%
Subtotal	**$7,413,340**	**$8,437,728**	**$9,712,352**	**$10,148,549**	**$436,197**	**4.49%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,488,964	$1,406,667	$1,462,468	$1,493,951	$31,483	2.15%
Internal Revenue	$554,594	$319,757	$719,407	$493,600	($225,807)	(31.39%)
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$2,043,558**	**$1,726,424**	**$2,181,875**	**$1,987,551**	**($194,324)**	**(8.91%)**
NET OPERATING COST (TAXATION)	**$5,369,782**	**$6,711,304**	**$7,530,477**	**$8,160,998**	**$630,521**	**8.37%**
CAPITAL						
Gross Capital	$105,000	$434,600	$3,344,000	$8,363,000	$5,019,000	150.09%
Capital Funding	$0	$0	($2,890,000)	($8,036,500)	($5,146,500)	178.08%
NET CAPITAL COST (TAXATION)	**$105,000**	**$434,600**	**$454,000**	**$326,500**	**($127,500)**	**(28.08%)**
TOTAL OPERATING AND CAPITAL	**$5,474,782**	**$7,145,904**	**$7,984,477**	**$8,487,498**	**$503,021**	**6.30%**

Summary by Activity

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
Municipal Facilities	$1,645,843	$1,634,661	$2,129,319	$2,038,988	($90,331)	(4.24%)
Recreation Facilities	$3,828,939	$5,511,243	$5,855,158	$6,448,510	$593,352	10.13%
TOTAL OPERATING AND CAPITAL	**$5,474,782**	**$7,145,904**	**$7,984,477**	**$8,487,498**	**$503,021**	**6.30%**

2020 Capital Submission

The 2020 Capital Submission Summary can be found on page C-51 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2020 Capital Projects

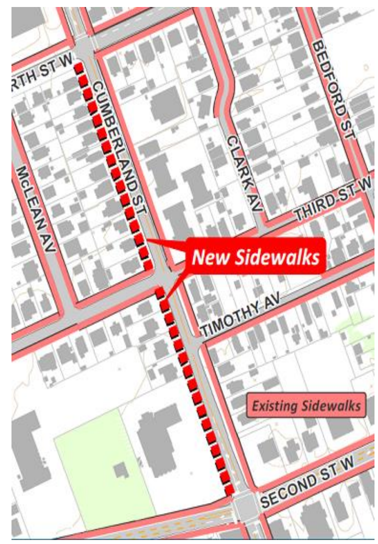
Recreation Facilities
- Civic Complex Compressor and Electrical Panels
- Civic Complex Building Improvements
- Civic Complex Arena Spectator Seat Replacement
- Civic Complex Parking Lot Lighting Replacement
- Benson Centre Laser Ice Leveller
- Outdoor Bleacher Replacement
- Outdoor Pool Basin Structural Review
- Marina 200 Above Ground Fuel Tanks
- Outdoor Tennis Court Lighting Replacement and Court Resurfacing
- Benson Centre Outdoor Playstructure

Recreation / Playgrounds
- Bicycle Path Repairs
- Playground Structure Replacement

Municipal Facilities
- Justice Building HVAC Replacement
- Arts and Culture Centre Renovations
- Renovations at Various Municipal Buildings

2020 Capital Budget





Capital Budget

Municipal infrastructure is the backbone of our everyday life. It is how we get from home to the workplace, where we go for recreation, how we dispose of waste, how we position Police, Fire and Paramedic Services to protect us day and night. Municipal infrastructure is essential to all residents and businesses and critical to the quality of life citizens enjoy. Municipal infrastructure is the foundation for the delivery of municipal services.

The capital budget funds the purchase, construction, and rehabilitation of assets. The City has a considerable asset base of $648 million (excluding water and wastewater) that includes 68 buildings, 272 km of roads, 12 bridges, 101 culverts, 68 traffic signals, 5,127 street lights, 45 km of bike lanes, 198 km of sidewalks, 40 parks and playgrounds, 36 km of recreational paths, and more than 200 vehicles (service support and emergency response vehicles).

Asset management is a municipality's plan for how to manage municipal infrastructure in order to provide services to residents and other users in a way that meets their expectations, and is financially sustainable into the future.

To ensure that the City manages its existing and future assets responsibly and is able to financially support future development, the City uses a risk-based/level of service approach to capital planning that prioritizes and balances the capital requirements in a sustainable manner.

Capital projects are prioritized by departments using various criteria; such as, asset condition and health and safety, to continue to provide satisfactory levels of service to the community. The City also attempts to coordinate capital projects to maximize use of funding and resources and minimize public disruption.

By July 1, 2021, all municipalities are required to develop an enhanced Asset Management Plan (AMP) for core infrastructure assets. These core assets are defined as water, wastewater, stormwater, roads, bridges and culverts. The AMP is to include current service levels, asset performance, condition, age, replacement cost, 10-year lifecycle costs, and funding required to maintain those service levels. The 2020 capital budget includes a project for an AMP related to core assets in order to have an updated AMP by July 1, 2021.

Many capital projects take more than a single year to plan, design and develop, with the associated capital funding approved in the first year of the project and carried over to the following year(s) through a report approved by Council.

Capital Expenditures

Capital expenditures for municipalities are long-term commitments, which require analysis using a long-term perspective, and should provide benefits for multiple years. A capital expenditure results in the acquisition or increased value of a capital asset (infrastructure, municipal facilities, vehicles, equipment) and usually involves projects with expenditures over a certain amount, that will provide benefits for more than a certain period of time, which is typically one year. The City's current capitalization threshold is $5,000 or a pooled threshold of $50,000.

The 2020 capital budget includes $27.2 million in capital works and asset replacement. This includes $9.2 million in roads and transportation (including $2.5 million for Lemay Street upgrades and extension), $2.3 million investment in transit projects, $1.6 million for the continuation of the Municipal Works yard redevelopment, $1.1 million for the replacement of the HVAC at the Justice Building, almost $7.6 million for parks, recreation and cultural facility upgrades (including the Arts and Culture Centre at $6.0 million), and $2.9 million for phase two for the Fire headquarters and training centre.

This chart provides a comparison of the 2020 budget submission to the 2020 LTFP for capital works (the LTFP is based on the City's AMP). The gross capital submission for the 2020 budget is higher than the LTFP by $3,672,000. The chart on the right explains this variance by listing the projects that were in the LTFP but not included in the 2020 submission, and the projects included in the 2020 submission but were not in the LTFP for the year 2020.

	Year 2020 LTFP	2020 Submission	Variance to LTFP
Capital Funding Sources			
Debt	$10,296,000	$12,383,200	$2,087,200
Development Charges	$0	$487,700	$487,700
Reserves	$820,000	$1,623,500	$803,500
SDG	$127,500	$129,450	$1,950
Federal Gas Tax	$3,039,870	$4,920,000	$1,880,130
Prov - CN Boundary Road	$2,175,000	$0	-$2,175,000
Prov/ICIP Funding	$1,107,500	$1,690,600	$583,100
Federal Funding	$833,500	$3,665,000	$2,831,500
Fundraising (Arts Centre)	$0	$1,000,000	$1,000,000
	$18,399,370	$25,899,450	$7,500,080
Less:			
Gross Capital Costs	$23,556,000	$27,228,000	$3,672,000
Total Capital funded by taxation	$5,156,630	$1,328,550	-$3,828,080

Variance in Gross Capital to the LTFP	
In LTFP, not included in the budget submission:	
MW Yard Redevelopment	-$2,222,000
Fire Station (project phased over 3 years)	-$2,100,000
ITT Infrastructure	-$425,000
GSDL/Infrastructure Planning/Other	-$210,000
Not in the LTFP 2020, in the 2020 budget submission:	
Transit Fleet/Fare Boxes	$1,401,000
Justice Building HVAC	$1,050,000
Other City Facilities	$178,000
Arts Centre Design/Construction	$6,000,000
	$3,672,000

The following chart provides a comparison of the 2020 budget submission compared to the 2019 Council approved budget.

	2019 Budget	2020 Submission	Change from 2019 Budget
Capital Funding Sources			
Debt	$12,152,700	$12,383,200	$230,500
Development Charges	$2,275,100	$487,700	-$1,787,400
Reserves	$1,384,600	$1,623,500	$238,900
SDG	$119,700	$129,450	$9,750
Federal Gas Tax	$2,910,000	$4,920,000	$2,010,000
ICIP Funding	$1,065,000	$1,690,600	$625,600
Prov/OCIF Funding	$770,000	$3,665,000	$2,895,000
DBIA - Streetlights	$114,000	$0	-$114,000
Community Fundraising	$0	$1,000,000	$1,000,000
	$20,791,100	$25,899,450	$5,108,350
Less:			
Gross Capital Costs	$22,454,350	$27,228,000	$4,773,650
Total Capital funded by taxation	$1,663,250	$1,328,550	-$334,700

Year-to-year capital financial requirements can change dramatically depending on capital needs. This may put a burden on the tax base if the City does not have other alternate funding sources; such as, development charges, reserves, long-term borrowing (if appropriate) that it can utilize.

Variances in Gross Capital Costs are primarily due to the timing of projects; such as, realigning the priority of projects (Arts and Culture Centre) and phasing in projects over multiple years (Fire Station).

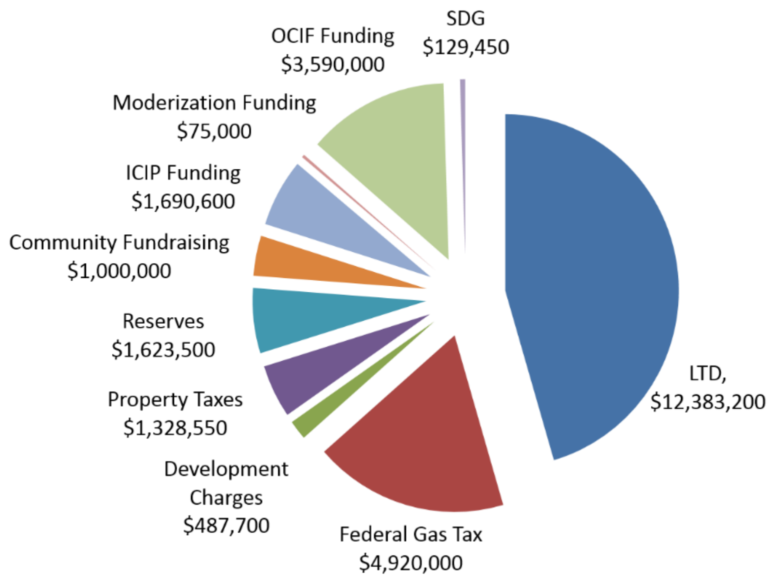
Capital Revenue

The 2020 Capital budget is supported by various funding sources. This is the second year the City will be utilizing development charges, a building fee that came into effect in April 2018.

The Capital budget is funded through:

- Long-term debt (45.4%)
- Government grants (37.7%)
- Reserves (6.0%)
- Property taxes (4.9%)
- Community Fundraising (3.7%)
- Development charges (1.8%)
- SDG – Glen Stor Dun Lodge (0.5%)

It is important to note that while debt is a funding source for capital, that debt charges (principal and interest) have an impact on future operating budgets.



ICIP – Investing in Canada Infrastructure Program
OCIF – Ontario Community Infrastructure Fund

The following chart provides a summary of the 2020 budget submission compared to the 2019 budget by department.

Department	2019 Gross Capital	2020 Gross Capital	FUNDING SOURCE GRANTS	SDG	FINANCING	GAS TAX	DCs	RESERVES	TAXATION
Infrastructure Planning	7,113.6	9,215.0	3,590.0		600.0	4,370.0	131.5	293.5	230.0
Municipal Works	5,947.8	2,663.0			2,525.2		77.8	60.0	
Transit Services	1,590.0	2,296.0	1,690.6		586.4			19.0	
Waste Management	300.0	300.0						30.0	270.0
Recreation Programming	60.0	275.0				75.0			200.0
City Facilities	3,344.0	8,363.0	1,000.0		6,050.0	475.0		511.5	326.5
Building and Bylaw	50.0								
Financial Services		75.0	75.0						
Fire Services	2,990.0	2,900.0			2,621.6		278.4		
Paramedic Services	660.0	709.5						709.5	
Glen Stor Dun Lodge	399.0	431.5		129.5					302.1
Taxation Subtotal	**22,454.4**	**27,228.0**	**6,355.6**	**129.5**	**12,383.2**	**4,920.0**	**487.7**	**1,623.5**	**1,328.6**
2020 Long Term Financial Plan		**23,556.0**	**4,116.0**	**127.5**	**10,296.0**	**3,039.9**	**-**	**820.0**	**5,156.6**

* This Capital section includes all City departments (excluding Police Services and the Library).

2020 CAPITAL BUDGET SUBMISSION SUMMARY

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2019 Gross	2020 Gross	EXTERNAL FUNDING: Grants / Other	EXTERNAL FUNDING: SDG	EXTERNAL FUNDING: Financing	RESERVES: Gas Tax	RESERVES: Development Charges	RESERVES: Specific Reserve	2020 TAX BASE
ROADWAYS & STRUCTURES										
Road Network										
Asphalt Resurfacing on Various City Streets	C-7	3,000.00	4,000.00	1,090.00			2,910.00			
Asset Management Plan Update	C-8		50.00						50.00	
Transportation Capacity										
Marleau Avenue Reconstruction and Widening - Stage 2	C-9		300.00					131.50	168.50	
Nick Kaneb Dr. Extension - Industrial Park to Tollgate Rd.	C-10		500.00			500.00				
Lemay St. Upgrades - Phase 3 - Aubin Ave. to Sydney St.	C-11	500.00	2,500.00	2,500.00						
Update Subdivision Manual & Subdivision Agreement	C-12		75.00						75.00	
Nick Kaneb Dr. Extension - Marleau Ave. to Industrial Park		1,800.00								
Traffic Analysis – Brookdale Ave. & Ninth St. Extension		75.00								
Intersections										
Centretown - Water St./Montreal Rd Intersections	C-13	30.00	30.00							30.00
Structures										
Boundary Road at Grant's Corners Bridge Reconstruction	C-14		100.00			100.00				
Culvert Replacement - Boals Drain at Benny Ave	C-15		400.00				400.00			
Small Diameter Culvert Replacement	C-16	75.00	100.00							100.00
Culvert Replacement - Fly Creek at Mack Drive		350.00								
ACTIVE TRANSPORTATION										
Active Transportation (Bicycle Infrastructure)	C-17	390.00	420.00				420.00			
Active Transportation (Sidewalk Infrastructure)	C-18	330.00	340.00				340.00			
TRAFFIC SIGNALS AND STREETLIGHTING										
Traffic Signals										
Traffic Signal Upgrades	C-23	300.00	300.00				300.00			
Street Lighting										
Pole Replacement Program	C-24	100.00	100.00							100.00
DBIA Streetlight Replacement		163.60								
MUNICIPAL WORKS FACILITIES & EQUIPMENT										
MW Equipment										
Municipal Works Fleet Renewal Program	C-27	654.00	798.00			738.00			60.00	
MW Yard Redevelopment										
Design and Construction Administration of the New Municipal Works Admin & Garage/Multi-Purpose Buildings	C-28	450.00	1,565.00			1,487.20		77.80		
Salt Management Facility		2,500.00								
Noise Remediation		875.00								
Standby Power Generator		900.00								
Employee Parking Lot		230.00								
Parks and Landscaping										
Emerald Ash Borer	C-29	300.0	300.00			300.00				
Gateway Signage and Landscaping		38.8								
TRANSIT										
Conventional Buses	C-33	1,160.00	1,276.00	936.00		340.00				
Handi-Transit Bus	C-34	200.00	216.00	158.00		58.00				
Electronic Fareboxes	C-35		650.00	541.60		108.40				
Bus Shelters & Bus Stop Accessibility	C-36		42.00	31.00					11.00	
Bus Surveillance System	C-37		32.00	24.00					8.00	
Air Recovery Units	C-38		80.00			80.00				
Transit Cube Van Replacement		80.00								
Vehicle Hoist Repair and Safety		50.00								
Passenger Counter / Web Applications		100.00								
WASTE MANAGEMENT										
Landfill Expansion / Alternative Disposal ECA	C-41	50.00	100.00							100.00
Landfill Leachate and Gas Collection Systems Upgrades	C-42	200.00	40.00							40.00
Landfill Site - Service Area Infrastructure Upgrades	C-43	40.00	40.00							40.00
Diversion Facilities - Recycling Centre Upgrades	C-44	10.00	30.00						30.00	
Old Landfill Flaring Facility Decommissioning	C-45		90.00							90.00
SUMMARY SUBTOTAL (Page 1)		14,941.60	14,474.00	5,280.60	-	3,711.60	4,370.00	209.30	402.50	500.00

2020 CAPITAL BUDGET SUBMISSION SUMMARY

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2019 Gross	2020 Gross	EXTERNAL FUNDING: Grants / Other	EXTERNAL FUNDING: SDG	EXTERNAL FUNDING: Financing	RESERVES: Gas Tax	RESERVES: Development Charges	RESERVES: Specific Reserve	2020 TAX BASE
RECREATION AND FACILITIES										
Recreation Programming										
Big Ben Snow Making Equipment	C-48		75.00				75.00			
Implementation of the Waterfront Plan	C-49		200.00							200.00
Recreation Master Plan Update		60.00								
Recreation Facilities										
Civic Complex Compressor and Electrical Panels	C-52		115.00						115.00	
Civic Complex Building Improvements	C-53		40.00						40.00	
Civic Complex Arena Spectator Seat Replacement	C-54	55.00	250.00						250.00	
Civic Complex Parking Lot Lighting Replacement	C-55		200.00				200.00			
Benson Centre Laser ice Leveller	C-56		60.00						60.00	
Outdoor Bleacher Replacement	C-57		40.00							40.00
Outdoor Pool Basin Structural Review	C-58		60.00							60.00
Marina 200 Above Ground Fuel Tanks	C-59		125.00				125.00			
Outdoor Tennis Court Lighting Replacement and Court Resurfacing	C-60		110.00							110.00
Benson Centre Outdoor Playstructure	C-61		100.00				100.00			
Aquatic Centre Ventilation and UV Disinfection		500.00								
Benson Centre LED Arena Lighting		300.00								
Civic Complex LED Arena Lighting		250.00								
Art Centre Design		300.00								
Arc Flash Analysis		125.00								
Brian Tardif Field Lighting		85.00								
Benson Centre Arena Duct Work		80.00								
Brian Tardif Field Netting		55.00								
Upgrade Outdoor Pool Filter System		55.00								
Civic Complex Floors in Dressing Rooms		55.00								
King George Park Washroom		25.00								
Recreation / Playgrounds										
Bicycle Path Repairs	C-62	50.0	50.00				50.00			
Playground Structure Replacement	C-63		120.00						30.00	90.00
Bikepath Retaining Wall Structure Replacement		1,000.0								
Docks at RCAF and Guindon Park		80.0								
Municipal Facilities										
Justice Building HVAC Replacement	C-64		1,050.00			1,050.00				
Arts and Culture Centre Renovations	C-65		6,000.00	1,000.00		5,000.00				
Renovations at Various Municipal Buildings	C-66	29.00	43.00						16.50	26.50
Justice Building Courtyard Repairs		175.00								
Woodhouse Museum Repairs		50.00								
Parking Lot Rehabilitation - St Columban's		45.00								
Parking Lot Rehabilitation - Optimist Park		30.00								
BUILDING AND BYLAW										
Software Upgrade - CityView		50.00								
FINANCIAL SERVICES										
ITT Master Plan	C-70		75.00	75.00						
FIRE										
Fire Headquarters and Training Centre	C-73	2,900.00	2,900.00			2,621.60		278.40		
Rescue Boat		90.00								
CORNWALL SDG PARAMEDIC & EMERGENCY MANAGEMENT SERVICES										
Ambulance Replacement	C-76	525.00	523.00						523.00	
Power Cots	C-77		75.00						75.00	
Automatic CPR Devices	C-78		18.00						18.00	
Paramedic Real-Time Data	C-79		93.50						93.50	
Defibrillators		29.00								
Toughbook Computers		58.00								
PAD Program (Defibrillators)		17.00								
PAD Vehicle Replacement		31.00								
GLEN STOR DUN LODGE										
Building Requirements - Various	C-82	134.00	71.50		21.45					50.05
Passenger Elevator Hydraulic Modernization & Inground Cylinder Replacement	C-83	60.00	145.00		43.50					101.50
Resident Equipment	C-84	55.00	115.00		34.50					80.50
Flooring Replacement	C-85	100.00	100.00		30.00					70.00
Kitchen Equipment		50.00								
SUMMARY SUBTOTAL (Page 2)		7,512.8	12,754.00	1,075.00	129.45	8,671.60	550.00	278.40	1,221.00	828.55
GRAND TOTAL		22,454.35	27,228.00	6,355.60	129.45	12,383.20	4,920.00	487.70	1,623.50	1,328.55

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
INFRASTRUCTURE PLANNING									
Road Network									
Asphalt Resurfacing on Various City Streets	C-7	3,000.0	4,000.0	1,090.0			2,910.0		
Asset Management Plan Update	C-8		50.0					50.0	
Transportation Capacity									
Marleau Avenue Reconstruction and Widening - Stage 2	C-9		300.0			131.5		168.5	
Nick Kaneb Dr. Extension - Industrial Park to Tollgate Rd.	C-10		500.0		500.0				
Lemay St. Upgrades - Phase 3 - Aubin Ave. to Sydney St.	C-11	500.0	2,500.0	2,500.0					
Update Subdivision Manual & Subdivision Agreement	C-12		75.0					75.0	
Nick Kaneb Dr. Extension - Marleau Ave. to Industrial Park		1,800.0							
Traffic Analysis – Brookdale Ave. & Ninth St. Extension		75.0							
Intersections									
Centretown - Water St./Montreal Rd Intersections	C-13	30.0	30.0						30.0
Structures									
Boundary Road at Grant's Corners Bridge Reconstruction	C-14		100.0		100.0				
Culvert Replacement - Boals Drain at Benny Ave	C-15		400.0				400.0		
Small Diameter Culvert Replacement	C-16	75.0	100.0						100.0
Culvert Replacement - Fly Creek at Mack Drive		350.0							
Active Transportation (Bicycle Infrastructure)	C-17	390.0	420.0				420.0		
Various Locations									
Active Transportation (Sidewalks)	C-18	330.0	340.0				340.0		
Various Locations									
Infrastructure Planning Total		6,550.0	8,815.0	3,590.0	600.0	131.5	4,070.0	293.5	130.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	6,550.0	770.0	656.5	1,643.5	2,860.0	75.0	545.0
2018 Council Approved Capital	7,948.8	2,416.3	1,529.0		3,049.8	600.0	353.7
2017 Council Approved Capital	6,312.5	3,495.5			2,222.0	530.0	65.0

Infrastructure Planning

Project Name: **Asphalt Resurfacing on Various City Streets**

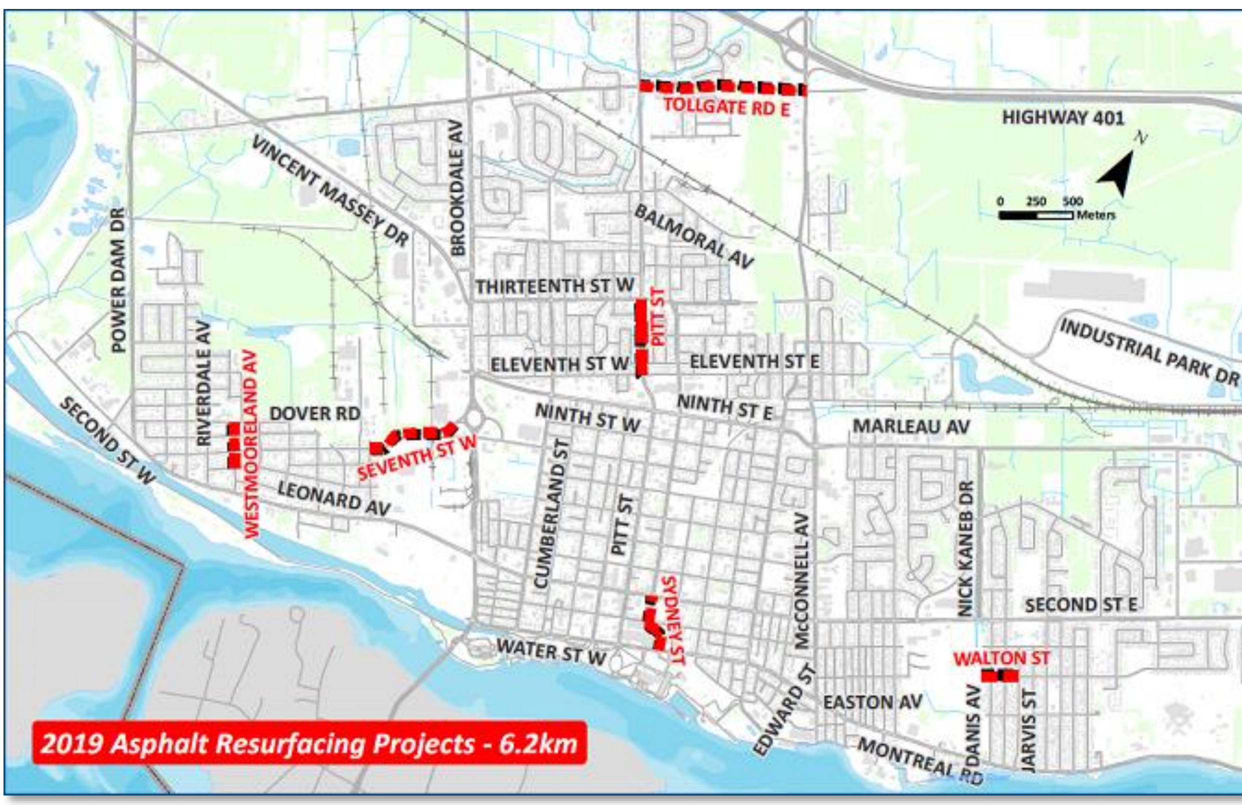
Funding: $2,910,000 Federal Gas Tax
$1,090,000 OCIF Formula Component
$4,000,000

The Asphalt Paving Program reflects the needs which have been established in accordance with the Pavement Management System. In addition to those established needs, this program reflects our continued efforts to improve the road network throughout the City integrated with the overall strategy for linear infrastructure improvements.

Based on MTO pavement design and rehabilitation methods as well as the municipal road evaluation experience of City staff, it is recommended that the following pavement condition rating (PCR) triggers be used in the evaluation and selection of streets for asphalt resurfacing/rehabilitation:

- Arterial Streets: less than 70
- Collector Streets: less than 60
- Local Streets: less than 50

Traffic volumes using Annual Average Daily Traffic (AADT) counts and posted speed limits are also important factors in the consideration for pavement rehabilitation. The City must also be mindful of the Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways and the associated requirements of the varying classification of highways (Class 1 to 6). In addition, comments and recommendations from Municipal Works maintenance personnel, buried infrastructure, as well as public sentiment must also be considered and factored into the decision making for pavement renewal.



Infrastructure Planning

Project Name: **Asset Management Plan Update**

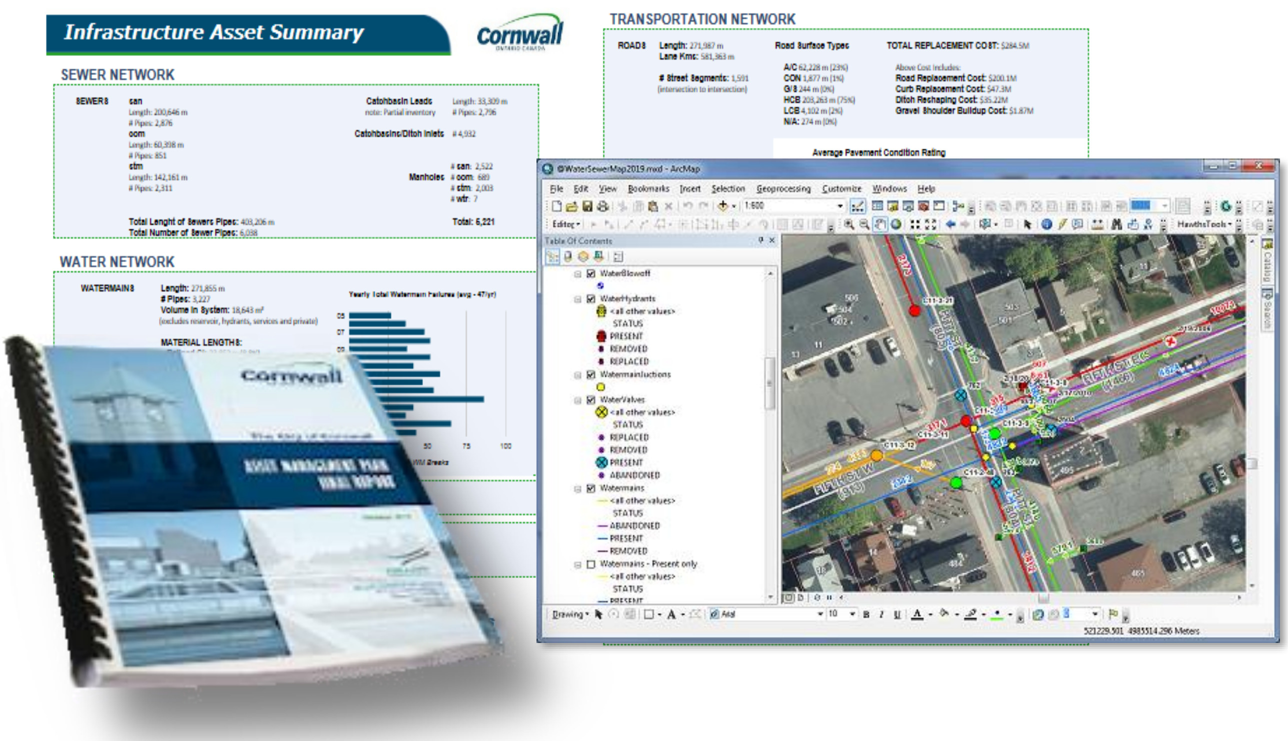
Funding:

$ 50,000	Road Infrastructure Reserve
$ 50,000	Water Works Reserve
$ 50,000	Wastewater Works Reserve
$150,000	

Asset Management Planning guides the city in making the best possible decisions regarding the operation, maintenance, replacement, renewal and disposal of linear infrastructure assets. An Asset Management Plan provides detailed information on the characteristics and current condition of existing infrastructure assets and describes how they should be managed over their lifecycle. The objective of asset management planning is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner. It also involves strategic financial planning and priority setting to ensure that the lifespan of existing infrastructure assets are maximized, and that long-term capital plans for the rehabilitation and replacement of assets align with projected available financial resources.

The first asset management plan for linear infrastructure assets within the City was created in 2006 and subsequently updated in 2014, and again in 2016 when a more comprehensive plan was prepared that included a review and analysis of City owned fleet and buildings. Both the City's current Asset Management Policy and provincial regulations state that asset management plans must be reviewed, at minimum, every five years.

It is recommended that the Asset Management Plan be updated in 2020 in order to meet the requirements of the City's Asset Management Policy as well as new regulations for municipal asset management planning within the province of Ontario. As part of the implementation of O.Reg 588/17 – *Asset Management Planning for Municipal Infrastructure Regulation,* it has been mandated that municipalities have an up-to-date and approved Asset Management Plan for linear infrastructure assets that identifies current levels of service and the cost of maintaining those service levels by July 1, 2021.



Infrastructure Planning

Project Name: **Marleau Ave. Reconstruction and Widening – Stage 2**

Funding:
$131,500 Development Charges
$168,500 Road Infrastructure Reserve
$300,000

Marleau Avenue is a critical east/west link in the City of Cornwall's transportation network. Previous City transportation and infrastructure studies have identified the need for expansion, based on capacity and operational issues. An Environmental Assessment (EA) was completed in 2012 to widen Marleau Avenue in order to accommodate increasing traffic volumes, turning movements and active transportation needs. The segment reviewed, from Marlborough Street to Glenview Boulevard accommodates in the order of 10,000 to 17,000 vehicles per day (VPD) – traffic levels which typically warrant a 4-lane roadway. The objective of the Municipal Class EA was to validate the need for capacity and operational improvements and develop a Recommended Plan which satisfied mobility needs in the study area for all modes of travel including bicycles, pedestrians, trucks and transit.

The purpose of the EA was to determine the Recommended Plan for Marleau Avenue that would:

1) Address current and projected capacity; and
2) Improve roadway operations and safety by incorporating required improvements such as turning lanes, pedestrian facilities, and transit facilities.

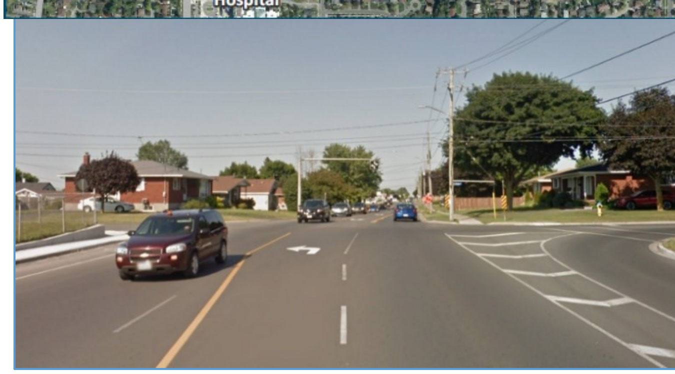
The EA proposed the following project staging for the project:

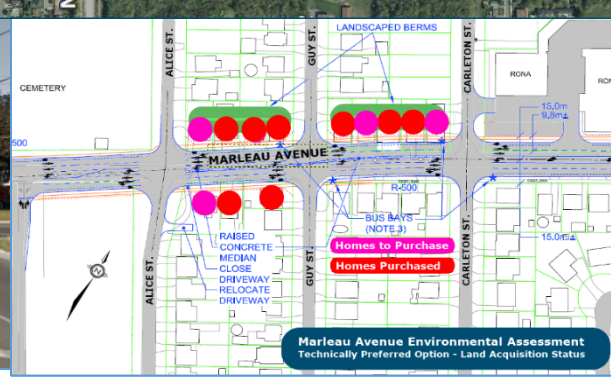
Stage 1 – Reconstruction from Marlborough Street to Alice Street (Completed in 2017)
Stage 2 – Reconstruction from Alice Street to Iroquois Drive
Stage 3 – Reconstruction from Iroquois Drive to Glenview Boulevard

Stage 2 is proposed as a three year project beginning in 2020. The project phasing is proposed as follows:

Phase 1 – Engineering Detailed Design, Property Acquisitions, Utility Coordination – 2020
Phase 2 – Home Relocations (where possible) and Demolition (if necessary), Utility Relocation – 2021
Phase 3 – Marleau Avenue Reconstruction from Alice Street to Iroquois Drive - 2022

The $300K included in the 2020 Budget would fund Phase 1 of Stage 2 which would include the following: 1) Structural Engineering Design Services for Home Relocations/Demolition; 2) Geotechnical Investigations for Stage 2 & 3; 3) Legal Surveys; and 4) Utility Coordination. The Infrastructure Department will complete the detailed design internally for the road reconstruction and underground infrastructure; however, a structural engineer is required to prepare the necessary home relocation and demolition plans for Phase 2. Currently, the City owns 8 of the 12 homes identified for acquisition to accommodate the widening. Over the next year, the City will proceed to purchase the remaining 4 homes on Marleau Avenue so that Phase 2 can begin in 2021.





Infrastructure Planning

Project Name: **Nick Kaneb Dr. Extension - Industrial Park Dr. to Tollgate Rd.**

Funding: $500,000 Financing

The City has undertaken several Environmental Assessments (EA) and construction projects in the east end of the City in order to accommodate increased development and traffic volumes:

1) Nick Kaneb Dr. Extension from Second St. to Marleau Ave. (Construction - 2009);
2) Marleau Ave. Widening/Improvements EA from Marlborough St. to Glenview Boul. (EA - 2012);
3) Industrial Park Drive Extension (Construction - 2012);
4) Cornwall Business Park Transportation Master Plan (EA - 2013);
5) Marleau Ave. Widening from Marlborough St. to Alice St. (Construction - 2017); and
6) Nick Kaneb Drive Extension – Marleau Avenue to Tenth Street East (Construction – 2019/20)

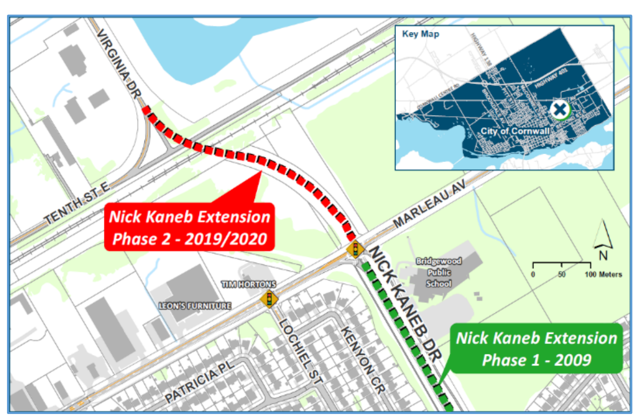
With the majority of the lands sold and developed in the southern and eastern portions of the Business Park, the City examined future development expansion and transportation network possibilities in the northwestern portions of the Business Park. A new transportation link in the northwestern portion of the Business Park would provide an access to McConnell Avenue (via Tollgate Road) and the Highway 401 interchange (at McConnell Avenue). The new transportation network expansion would also include the necessary underground linear infrastructure which would connect to the southern portion of the Business Park. The EA for the extension of Nick Kaneb Drive to McConnell Avenue was undertaken in 2012 and completed in 2013. The purpose of the EA was to provide a Recommended Transportation Plan within the northwestern quadrant of the Business Park. The EA had the following goals:

1) Improve roadway network connectivity, operations and safety within the expansion lands;
2) Accommodate all modes of travel (bicycles, pedestrians, trucks, emergency vehicles and transit);
3) Accommodate land development within the expansion lands of the Business Park; and
4) Receive environmental clearance for the future detailed design and construction of the roadway.

The Business Park has seen extensive development over the last several years and is reaching the end of its capacity in the southern and eastern quadrants. As a result, the City is planning for the extension of Nick Kaneb Drive to Tollgate Road/McConnell Avenue in order to provide development opportunities in the northwest quadrant of the Business Park. The expansion of the Business Park will require the implementation of a transportation network to accommodate access to new development sites and provide connectivity with the existing local road network.

In 2019, the City budgeted for the extension of Nick Kaneb Drive from Marleau Avenue to Tenth Street East (Phase 2). The construction of this section of Nick Kaneb Drive will begin in the Spring of 2020 and will be completed in the summer of 2020. The extension of Nick Kaneb Drive from Tenth Street East to Tollgate Road/McConnell Avenue (Phase 3) will proceed following the completion of Phase 2 and will provide for further transportation network connectivity. Phase 3 of the Nick Kaneb Drive Extension project will only proceed when further land sales along the corridor occur and if the project is determined to be financially viable.

The $500K included in the 2020 Budget would fund the following: 1) Engineering Design Services; 2) Geotechnical Investigations; 3) Aerial Topographic Survey; 4) Legal Survey; and 5) Utility Coordination/Design. In order to determine the feasibility of the future expansion of the Business Park, the detailed engineering design must be completed. Following the detailed design, detailed project cost estimates will be provided and staff will assess the feasibility of the project. Additionally, having the engineering design, geotechnical investigation and surveys completed will allow the City to immediately proceed with the construction of the project should further land sales occur.



Infrastructure Planning

Project Name: **Lemay St. Upgrades – Phase 3 – Aubin Ave. to Sydney St.**

Funding: $2,500,000 ICIP Funding

Total Project Estimated Cost is $3,000,000
$500,000 has been set aside in previous budget years to begin the work in 2020.

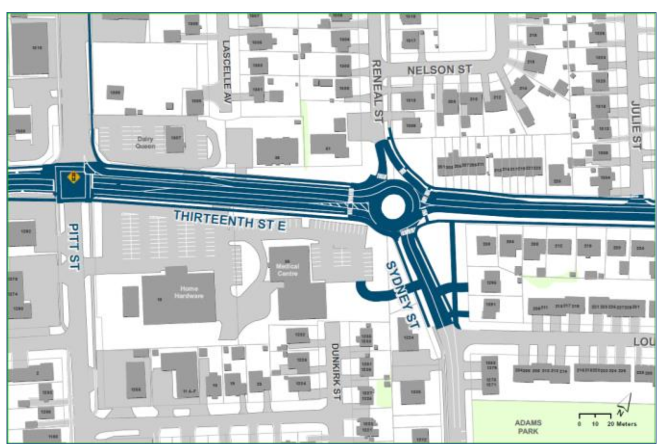
The City's Official Plan and 2006 Critical Infrastructure identified the need to extend Lemay St to provide additional east-west capacity and improve access to Municipal Works Yard on Ontario St.

An Environmental Assessment (EA) to widen Lemay St., extend Lemay St. easterly to McConnell Ave., and improve the intersections of Lemay St. at both Sydney St. and McConnell Ave., was completed in September 2016. The preferred design selected involved a straight connection between the two sections of Lemay St. as well as cycling lanes and sidewalks. Two intersections will be converted to full access roundabouts: at Thirteenth St. E./Reneal St./Lemay St./Sydney St. and at Lemay St./McConnell Ave.

The proposed design satisfied the project's needs and opportunities by improving traffic operations at the intersection of Thirteenth St./Lemay St. at Sydney St. and improving the accessibility to the Municipal Works Yard. It also provides residents of Cornwall with more connectivity in the east-west direction, improves emergency response time and enhances connectivity for active transportation with the addition of cycling lanes and sidewalks.

The reconstruction of Lemay St. from St. Michel Ave. to Sydney St. (Phase 1) was completed in 2017. Phase 2 was completed in 2018/2019, and included the construction of Lemay St. through the proposed road allowance from St. Michel Ave. to the east limits of the Municipal Works Yard. Phase 2 further accommodated the Municipal Works Yard redevelopment, in particular the Salt Storage Shed.

Phase 3 is comprised of the reconstruction of Lemay St. from Aubin Ave. to Sydney St. which includes the proposed roundabout at the Lemay St./Sydney St./Reneal St./Thirteenth St. intersection. In 2019, it was proposed to fund Phase 3 of Lemay St. over the course of two years beginning in 2019.



The 2019 Capital Budget included $500K to fund Engineering Services, Geotechnical Investigations and property acquisitions associated with Phase 3 and 4. The $500K in 2019 was also to serve as the municipal component of a funding application if a program became available. Included in the 2020 Capital Budget is the remaining $2.5M required to fund the construction of Phase 3. In 2019, the Federal and Provincial governments announced the Investing in Canada Infrastructure Program (ICIP) in which the City submitted an application for Lemay Street Phase 3. In the summer of 2019, it was announced that the City's application had been nominated by the Province for the program pending Federal Government review/approval. The Federal Government was expected to announce the successful applications following the Federal Election. The City is still awaiting this announcement from the Federal Government.

Infrastructure Planning

Project Name: **Update Subdivision Manual and the Subdivision Agreement**

Funding: $75,000 Road Infrastructure Reserve

The existing City of Cornwall Subdivision Manual provides the minimum design criteria required for new subdivisions in the City which includes new roads, sanitary sewer, storm sewer, watermain, lot grading, street lighting, utilities (Bell, Cogeco, Cornwall Electric, Union Gas), etc. The existing City Subdivision Manual was developed in the late 1980’s and has received minimal updates since. As a result, the existing Subdivision Manual is significantly out of date and requires updating to meet legislated design criteria, City design standards, etc. The manual needs to meet mandatory legislated design criteria such as but not limited to: Ontario Provincial Standards (OPS), Ministry of Environment, Conservation and Parks (MECP), Technical Safety Standards Authority (TSSA), Ontario Traffic Manual (OTM), etc.

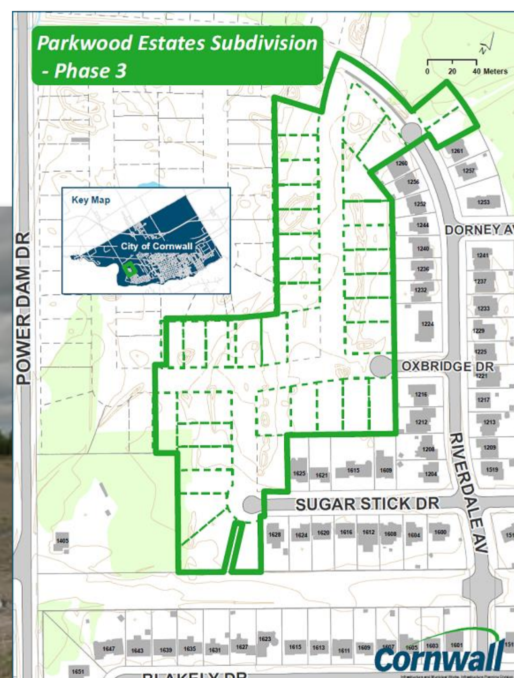
The updated City Subdivision Manual will include up to date City design standards and newly legislated design criteria for items such as Stormwater Management, Low Impact Development (LID), Active Transportation (for both cyclists and pedestrians), Accessibility, Climate Change, Source Water Protection, etc. The updated City Subdivision Manual will provide the design criteria and development guidelines for future subdivisions and will provide staff direction/guidance for the review/approval of various development applications.

A Consulting Engineer will be retained to develop a new engineering design standards document that addresses the design of roads (which includes active transportation facilities), stormwater management, stormwater management features, street lights, traffic signals, utilities, etc. The updated manual will be created to allow for continual updates by City staff such that the document can be updated as necessary to meet legislated design criteria and reflect current City design standards.

Additionally, the existing City Subdivision Agreement needs to be updated in order to meet current legislation and the levels of service expected to be provided for City developments. Increased requirements for natural environment protection, construction management, etc., require that the conditions included in the City’s Subdivision Agreement be updated and amended. An updated Subdivision Agreement will allow City staff to effectively manage the construction of new developments while minimizing, but not eliminating, the impacts to local residents and the environment.

Stormwater Management Pond

Bellwood Ridge Estates Subdivision



Infrastructure Planning

Project Name: **Centretown - Water St. & Montreal Rd. Intersections**

Funding: $30,000 Tax Base

Heart of the City (HOTC) has initiated a Centretown Streetscape Revitalization Strategy and Implementation Plan, with assistance from EDA Collaboration Inc together with Sierra Planning and Management. The objective of the plan is to provide aesthetic and functional links between Le Village and The Downtown areas. The concept was finalized in late 2012, with additional design developed during the summers of 2013 and 2014. The project was awarded as a co-winner of The Active Mobility and Complete Streets category at the 51st International Making Cities Liveable conference in Portland, Oregon, in June 2014.

The plan addressed intersection upgrades, sidewalk continuity, parking, lighting, streetscaping elements, landscaping and 'gateway' treatments, primarily along the Water St./Montreal Rd. corridor. It is expected that upgrades will be coordinated with City initiated capital projects. The plan was endorsed by PAC at the November 26, 2012 meeting.

Inclusion of this project in the 2020 budget is for the purpose of establishing funding over a period of years for the installation of brick pavers at crosswalks as Water St./Montreal Rd. continues to be resurfaced/reconstructed.

In 2018, the City utilized the accumulated funds in the account to fund the crosswalks installed at the Water St./Sydney St. and Water St./Pitt St. intersections. In 2020, the City will continue to contribute to this account in order to fund future crosswalks along Water St./Montreal Rd.

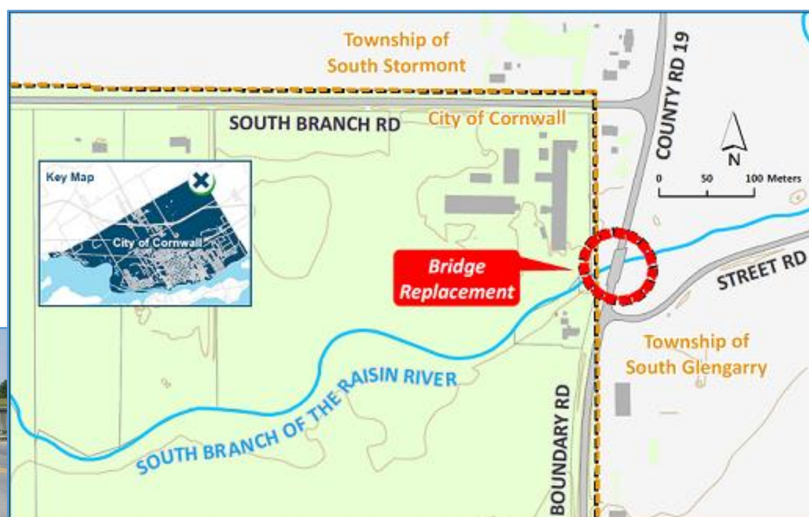
Infrastructure Planning

Project Name: **Boundary Road at Grant's Corners Bridge Reconstruction**

Funding: $100,000 Financing (City's 50% Share)

In 1978, a 250-metre section of Boundary Road from Street Road to South Branch Road was realigned from within the City limits into South Glengarry. The project also included the realignment of the bridge located at the South Branch of the Raisin River. At the time, the project was shared equally between the City and the United Counties of Stormont, Dundas & Glengarry (SDG) as the section of roadway was formerly within the City limits. Although a formal agreement was not entered into in 1978, the intention was that the long-term maintenance of this section of roadway would be cost shared between both parties. In 2013, the City entered into a Shared Road Maintenance Agreement with SDG which included the 250-metre section of Boundary Road from Street Road to South Branch Road. As further detailed in the Agreement, capital works for both the roadway and bridge were to be borne equally by the City and SDG. Capital works were to include activities such as: road reconstruction, road rehabilitation, road resurfacing, major bridge rehabilitation and bridge reconstruction.

The 2017 OSIM Inspection completed by SDG identified that the bridge at Boundary Road and Grant's Corners required immediate rehabilitation. In 2019, a consultant was retained to complete a detailed condition assessment of the bridge and prepare a comprehensive design report. Following the completion of the condition assessment, it was determined that structure was in a much worse condition than originally anticipated and that a full bridge replacement would be necessary in lieu of a rehabilitation. The comprehensive design report also determined that a full bridge replacement would represent the best value for funds expended as the lifespan of a full replacement will be significantly longer compared to the rehabilitation. The estimated cost for the replacement is $2M in 2019 and the rehabilitation which is no longer feasible was estimated at $1.5M. The consultant also determined that the service life of the existing structure could be extended an additional 2 to 3 years prior to replacement which will allow for the design to be completed in 2020 and construction to begin in 2022 or 2023. The $100K included in the 2020 Budget for the future bridge replacement is the City's 50% cost share of the detailed design phase of the project, which includes geotechnical services and structural engineering design services. The City will budget for the complete reconstruction of the bridge in a subsequent year.




Boundary Road looking north


Deterioration of concrete

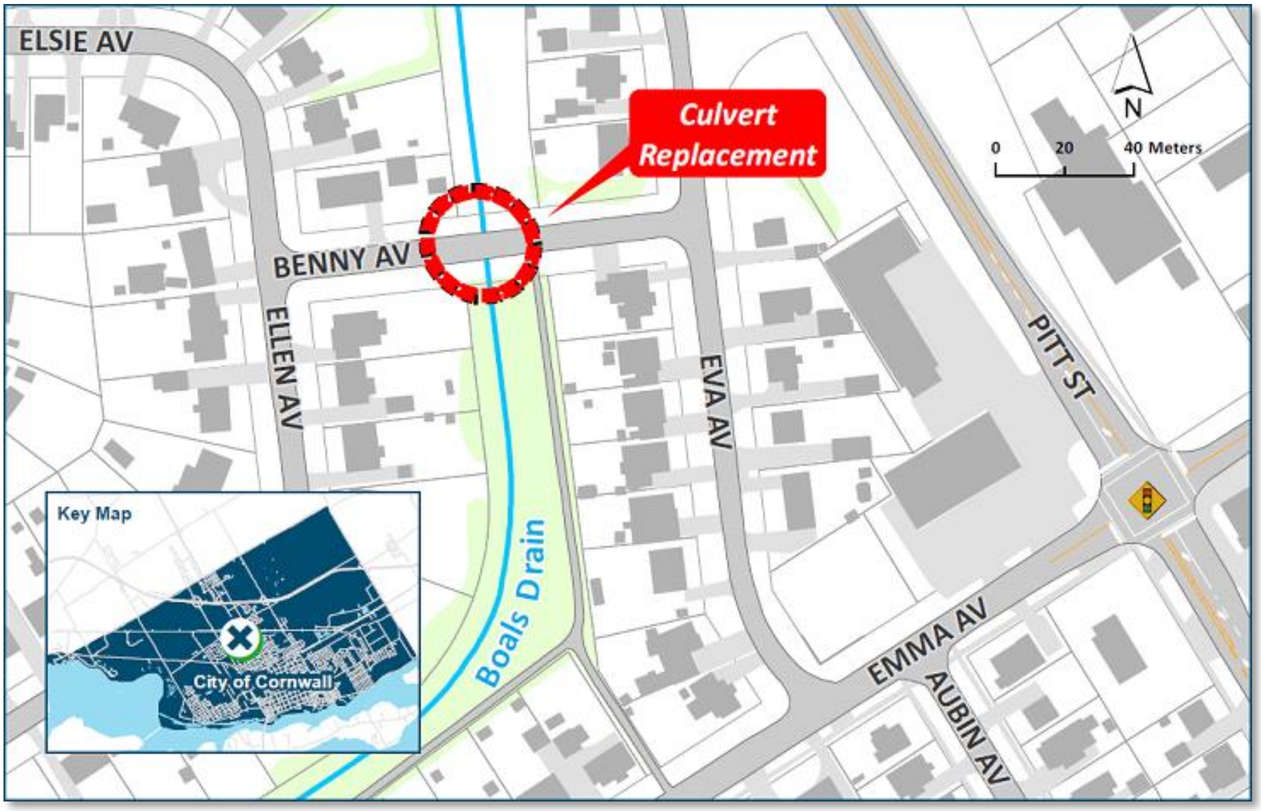
Infrastructure Planning

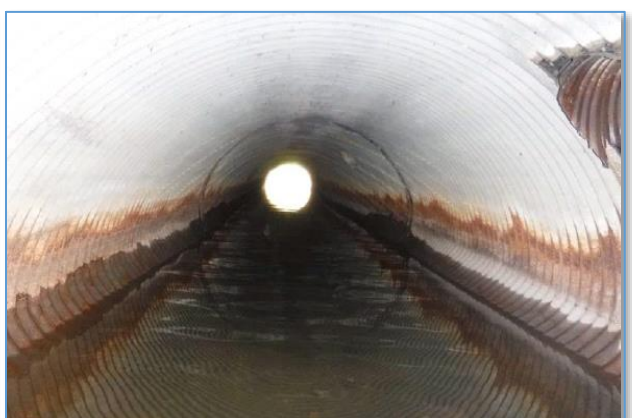
Project Name: **Culvert Replacement - Boals Drain at Benny Ave.**

Funding: $400,000 Federal Gas Tax

The bi-annual structure inspections are undertaken to evaluate the condition of bridges, large culverts, and retaining walls. The Boals Drain at Benny Avenue culvert, identified as Structure B9 in the 2017 Ontario Structure Inspection Manual (OSIM) report, consists of a triple 1.63m X 1.12m Corrugated Steel Pipe (CSP) culvert which was installed in 1981. The 2017 OSIM inspections identified that the structure has reached the end of its lifespan and requires immediate replacement due to corrosion, separation in the seams and perforations in the barrel.

The Boals Drain at Benny Avenue Culvert Replacement project includes: the removal of the three existing CSP culverts, installation of a suitably sized concrete box culvert, the restoration of the embankments, the reinstatement of the roadway, reinstatement of the existing fence and the installation of an approved guiderail system (if necessary).





Infrastructure Planning

Project Name: **Small Diameter Culvert Replacement**

Funding: $100,000 Tax Base

The City has several locations in which small diameter Corrugated Steel Pipe (CSP) culverts, ranging from 400mm diameter to 900mm diameter, are in need of replacement.

These culverts are typically located in road corridors that have been constructed to rural road standards with roadside ditches and culverts. The replacement of these culverts will occur in various locations throughout the City.

The small diameter culvert replacement priorities are as follows:

1. 900mm diameter CSP culvert – Second St. E. between Anderson Dr. & Billington Dr.
2. 900mm diameter CSP culvert – Service Rd. between McConnell Ave. & Boundary Rd.
3. 600mm diameter CSP culvert – Cornwall Centre Rd. between Brookdale Av. & Northdale Dr.
4. 600mm diameter CSP culvert – Marleau Ave. between Campbell St. & Mack Dr.
5. 600mm diameter CSP culvert – Marleau Ave. between Education Rd. & Mack Dr.


Highway 17 Culvert Failure
May 11, 2018 (Wawa, ON)

Infrastructure Planning

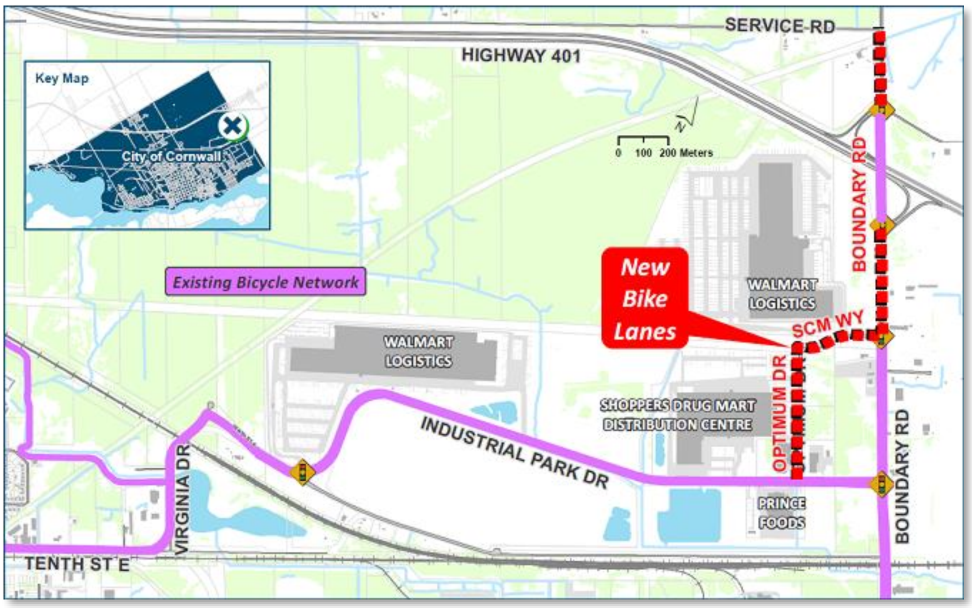
Project Name: **Active Transportation – Bicycle Infrastructure**

Funding: $420,000 Gas Tax

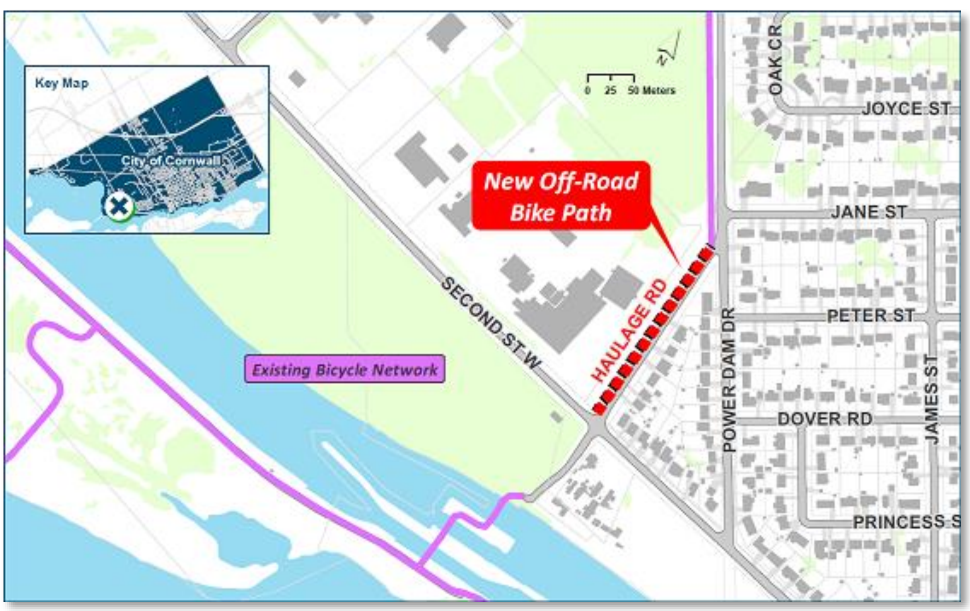
The Bicycle and Pedestrian Master Plan completed by IBI and the City in 2010 recommended an annual investment in Active Transportation projects, such as Bicycle and Pedestrian related infrastructure. Stakeholders such as Transitions Cornwall+ and the active lifestyle groups have supported the implementation of this plan.

The bicycle infrastructure projects planned for 2020 are:

- **New Bike Lanes** – Optimum Dr./SCM Way from Industrial Park Dr. to Boundary Rd. ($150,000)
- **New Bike Lanes** – Boundary Rd. from SCM Way to Service Rd. ($150,000)



- **New Off-Road Bike Path** – Haulage Rd. from Power Dam Dr. to Second St. W. ($120,000)



Infrastructure Planning

Project Name: **Active Transportation – Sidewalks**

Funding: $340,000 Gas Tax

The Bicycle and Pedestrian Master Plan completed by IBI & the City in 2010 recommended an annual investment in Active Transportation projects, such as Bicycle and Pedestrian related infrastructure. Stakeholders such as Transitions Cornwall+ and the active lifestyle groups have supported the implementation of this plan.

The sidewalk construction candidates in 2020 are along the following streets:

- **New Sidewalk** – Cumberland St. from Second St. W. to Fourth St. W. ($140K)

- **New Sidewalk** – Marlborough St. from Fourth St. E. to Ridgewood Dr. ($200K)

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

ROADWAYS AND STRUCTURES

	LOCATION	FROM	TO	EXPENDITURES									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	ROAD NETWORK												
1	Asphalt Resurfacing	Various Locations		4,000	3,575	3,650	3,725	3,800	3,875	3,950	4,025	4,100	4,175
2	Asset Management Plan Update			50									
3	Marlborough	Ninth St.	Eleventh St.		1,500								
4	Transportation Master Plan					300							
5	Bicycle and Pedestrian Master Plan				150								
	TRANSPORTATION CAPACITY												
1	Marleau Ave/Ninth St. Upgrade - Stg 2	Alice	Nick Kaneb	300	1,000	5,000							
2	Marleau Ave/Ninth St. Upgrade - Stg 3	Nick Kaneb	Campbell					2,500	2,500				
3	Nick Kaneb Dr Extension	Industrial Park Dr.	Tollgate Rd.	500									
4	Lemay St. Upgrades & Extension - Stg 3	Aubin	Sydney	2,500									
5	Lemay St. Upgrades & Extension - Stg 4	East Limit	McConnell		2,500								
6	Brookdale Ave/CN - Connect. Link EA	Tollgate Rd.	Cnwl Ctr Rd					200				10,000	10,000
7	Pitt St. Widening & Env. Assessment	Thirteenth St.	Tollgate Rd.								5,000		
8	Brookdale Seventh St. to 14th St. - EA	Seventh St.	Fourteenth St.		200	300	3,000			4,000			
9	Update of the Subdivision Manual and the Subdivision Agreement			75									
	INTERSECTIONS												
1	Centretown - Water St./Montreal Rd Intersections			30	30	30	30	30					
	STRUCTURES												
1	Boundary Road at Grant's Corners Bridge Rehabilitation			100		1,000							
2	Boundary / CNR - EA / Land for Overpass / Construction				300	2,400	2,400	2,400					
3	Boals Drain at Benny Avenue (B9)			400									
4	Lock 19 (North Segment) (B21)				400								
5	Lock 19 (Mid Segment) (B22)					400							
6	Fly Creek at Education Road (B17)						400						
7	Small Diameter Culvert Replacement			100	100	100	100	100	100	100	100	100	100
8	Structure Rehab							400	400	400	400	400	400
	ACTIVE TRANSPORTATION (Bicycle & Sidewalk Infrastructure)												
	- Bicycle Infrastructure ***(SEE APPENDIX "A" FOR LIST)***			420	420	400	450	450	450	475	475	500	500
	- Sidewalks ***(SEE APPENDIX "B" FOR LIST)***			340	340	360	360	360	360	380	380	380	380
	ROADWAYS AND STRUCTURES SUBTOTAL			8,815	10,515	13,940	10,465	10,240	7,685	9,305	10,380	15,480	15,555

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

ACTIVE TRANSPORTATION (Bicycle Infrastructure) "APPENDIX A"

					EXPENDITURES									
	LOCATION	**SIDE**	**FROM**	**TO**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**
1	Boundary Rd.	both	SCM	Service	150									
2	Haulage Rd	both	Power Dam Dr.	Second St. East	120									
3	SCM & Optimum	both	Boundary	Industrial Park	150									
4	Power Dam	both	Tollgate Rd.	Vincent Massey Dr.		80								
5	Power Dam	both	Tollgate Rd.	Bike path xing		60								
6	Brookdale Ave	both	Tollgate Rd.	Cornwall Centre Rd.		280								
7	Tollgate Rd	both	Vincent Massey	Power Dam Dr.			100							
8	Boundary Rd.	both	Service Rd.	South Branch			300							
9	McConnell Ave.	both	Hwy 401	South Branch				300						
11	Cornwall Center Rd	both	Hwy 401 Underpass	Brookdale Ave				150						
12	Cornwall Center Rd	both	Power Dam Dr.	Vincent Massey Dr.					450					
14	Race St	both	Water St	Marlborough						100				
15	South Branch	both	Pitt St	McConnell Ave.						200				
16	Cornwall Center Rd	both	Brookdale	Hwy 138						150				
17	South Branch	both	McConnell Ave.	City limits							475	475		
18	TBD												500	500
	BICYCLE INFRASTRUCTURE TOTAL				420.0	420.0	400.0	450.0	450.0	450.0	475.0	475.0	500.0	500.0

APPENDIX 'A'

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

ACTIVE TRANSPORTATION (Sidewalk Infrastructure) "APPENDIX B"

					EXPENDITURES									
	LOCATION	SIDE	FROM	TO	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1	Cumberland	E	Second	Fourth	140									
2	Marlborough	W	Fourth	Ridgewood	200									
3	Joyce St.	N	Surgenor	Boyd		120								
4	Joyce St.	E	Boyd	Dover Rd.		100								
5	Joyce St.	N	Pescod	Surgenor		120								
6	Joyce St.	N	Riverdale Ave.	Pescod			100							
7	Tenth	N	Sydney St.	Adolphus			100							
8	Adolphus	W	Eleventh	Tenth			60							
9	Hoople St.		Leonard Ave.	Queen St.			40							
10	Cline Ave.		Cumberland St.	Meadowvale Cres			60							
11	Meadowvale Cres	N	Cline Ave.	Brookdale Ave				100						
12	Cobble Hill	N	Brookdale	Meadowvale Cres				30						
13	Ross Ave.	N	Cornwall Centre Rd	McKenzie St.				130						
14	Tollgate Rd.	one	Vincent Massey	Power Dam				100						
15	Balmoral / Station Rd.	N&W	Pitt St.	CNR Station					110					
16	First St.		Lefebvre	Dunbar Ave.					150					
17	Westmooreland Ave.	one	Second St.	Dover Rd.						80				
18	McKenzie St.		Ross Ave.	Pitt St.					60					
19	Third St.	S	Sydney St.	Amelia St.					40					
20	Race St	N	Water St	Marlborough						140				
21	TBD	N								140	380	380	380	380
	SIDEWALKS TOTAL				340	340	360	360	360	360	380	380	380	380

APPENDIX "B"

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
TRAFFIC SIGNALS									
Traffic Signal Upgrades	C-23	300.0	300.0				300.0		
- Sydney St. and Fifth St. E.									
- Brookdale Ave and Thirteenth St W									
STREETLIGHTING									
Pole Replacement Program	C-24	100.0	100.0						100.0
DBIA Streetlight Replacement		163.6							
Traffic Signals and Streetlighting Total		563.6	400.0	-	-	-	300.0	-	100.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	563.6	114.0	400.0			49.6	
2018 Council Approved Capital	400.0		400.0				
2017 Council Approved Capital	400.0				350.0		50.0

Infrastructure Planning

Project Name: **Traffic Signal Upgrades**

Funding: $300,000 Gas Tax

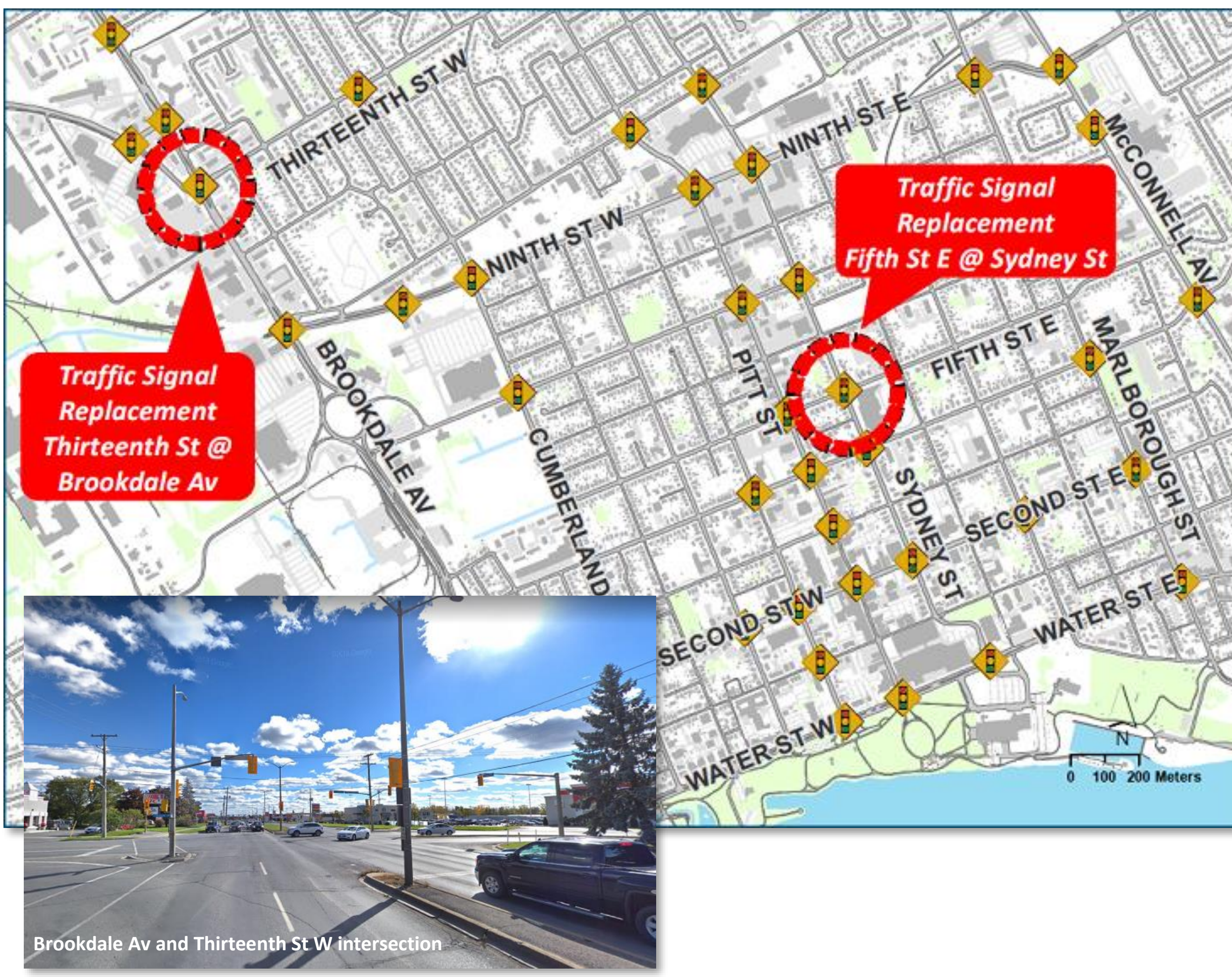
The City currently operates and maintains 69 existing traffic signal locations. The City is mandated to comply with Provincial minimum maintenance standard legislation for traffic signals. With proper maintenance, the average life expectancy of City traffic signals is typically 30 years before requiring complete replacement.

This project includes upgrades to existing traffic signals at two intersections which will address aging and non-conforming infrastructure. Older intersections/traffic signals require upgrades and need to be updated to meet current standards to reduce the risk of failure.

For 2020, the following intersections are proposed:

- Sydney Street and Fifth Street East ($135,000)
- Brookdale Avenue and Thirteenth Street West ($165,000)

The proposed traffic signal upgrade at Sydney St. and Fifth St. E. would be completed in conjunction with the Sydney St. Reconstruction project from Fourth St. E. to Fifth St. E. and the Fifth St. E. Reconstruction project from Sydney St. to Amelia St. project which were included in the 2020 Water & Wastewater Budget. The existing traffic signals along Sydney St. will continue to be replaced as the reconstruction of Sydney St. proceeds north in future budget years. Along with the traffic signal replacement at the intersection of Brookdale Ave. and Thirteenth St. W., a new pedestrian crossing will be added in conjunction with the new sidewalk on the west side of Brookdale Avenue which was installed in 2019.



Brookdale Av and Thirteenth St W intersection

Infrastructure Planning

Project Name: **Pole Replacement Program**

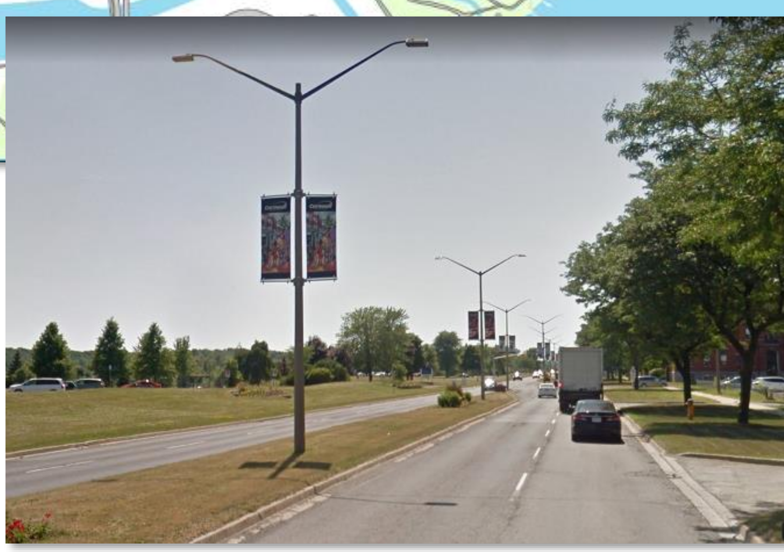
Funding: $100,000 Tax Base

The City undertakes a street light condition assessment on a bi-annual basis which provides an overall condition grade of street light poles. Furthermore, the condition assessment identifies deficiencies and establishes priorities for pole replacements.

Several City streetlight poles are aging and cracking, posing a significant potential liability to the City. This capital project targets the replacement of poles that are cracking and/or no longer structurally sound.

For 2020, it is proposed that 9 concrete poles along Water St. West between Augustus St. and Bedford St. be replaced.

Any remaining funds from the 2020 Pole Replacement Budget will be used for other various locations. The City owns and maintains approximately 1,400 streetlight poles throughout the City.



2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

TRAFFIC SIGNALS AND STREETLIGHTING

LOCATION	FROM	TO	EXPENDITURE 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
TRAFFIC SIGNALS												
1 Traffic Signal Upgrades:			300	300	300	300	300	300	300	300	300	300
- Fifth Street at Sydney												
- Brookdale/Thirteenth Intersection Upgrades												
STREETLIGHTING												
1 Pole Replacement Program	various		100	50	50	50	100	100	100	100	100	100
2 Montreal Road/Conduits	Alice	Marlborough		150	150	150						
TRAFFIC SIGNALS AND STREETLIGHTING TOTAL			400	500	500	500	400	400	400	400	400	400

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING GRANTS	EXTERNAL FUNDING FINANCING	RESERVES DEV. CHARGES	RESERVES GAS TAX	RESERVES SPECIFIC RESERVE	2020 TAX BASE
MW Equipment									
Municipal Works Fleet Renewal Program	C-27	654.0	798.0		738.0			60.0	
MW Yard Redevelopment									
Design and Construction Administration of the	C-28		1,565.0		1,487.2	77.8			
New Municipal Works and Garage/Multi-Purpose Buildings									
Salt Management Facility		2,500.0							
Noise Remediation		875.0							
Standby Power Generator		900.0							
Employee Parking Lot		230.0							
Parks and Landscaping									
Emerald Ash Borer	C-29	300.0	300.0		300.0				
HoTC - Water St Gateway - Landscaping		38.8							
MW Total		5,497.8	2,663.0	0.0	2,525.2	77.8	0.0	60.0	0.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING GRANTS	EXTERNAL FUNDING FINANCING	RESERVES DEV. CHARGES	RESERVES GAS TAX	RESERVES SPECIFIC RESERVE	TAX BASE
2019 Council Approved Capital	5,947.8		5,652.4	256.6		20.0	18.8
2018 Council Approved Capital	1,551.6		1,095.0		50.0	30.0	376.6
2017 Council Approved Capital	1,426.0		1,096.0		50.0		280.0

Municipal Works

Project Name: **Municipal Works Fleet Renewal Program**

Funding: $738,000 Financing
$ 60,000 Equipment and Vehicle Reserve
$798,000

The Municipal Works (MW) Division maintains a Ten Year plan for the replacement of approximately 300 corporate vehicle and equipment units. The replacement strategy is to sustain a high level of reliability on the most critical pieces of equipment; such as, snow plow trucks, pay loaders, sidewalk snow clearing machines (articulating tractors), and service trucks. In general, proper planning dictates to replace vehicles and equipment at the most opportune time, considering both its reliability and its residual value.

Specifications for replacement of vehicles and equipment are developed with participation from various department representatives to ensure the departmental needs are accurately met.



The following equipment is to be replaced in 2020:

- Unit #4 - $30,000 budgeted to replace car 9, a 2014 mid size car for Planning (return at end of lease). Purchase to be funded from the Equipment and Vehicle Reserve.
- Unit #101 - $93,000 budgeted to replace a 2010 five tonne small dump truck utilized by Parks and Landscaping for loading of sidewalk buggies with salt/sand and for the moving of material and equipment in the summer.
- Unit #110 - $120,000 budgeted to replace a 2007 five tonne small dump truck utilized by MW for curb and sidewalk concrete work and for towing of asphalt transporter (trailer mounted unit with asphalt hot box used for pot hole patching). Also used by Parks & Landscaping and Facilities for moving material and equipment in the summer.
- Unit #162 - $260,000 budgeted to replace a 2010 plow truck w/attachments utilized by the Roads Section.
- Unit #309 - $125,000 budgeted to replace a 2005 small loader used by Parks & Landscaping for various tasks.
- Unit #458 - $140,000 budgeted to replace a 2004 articulating tractor with attachments to be used for sidewalk snow removal and salting/sanding.
- Unit #64 - $15,000 budgeted to purchase a 2015 large van at the end of its lease period for Facilities (Benson Centre). Purchase to be funded from the Equipment and Vehicle Reserve.
- Unit #66 - $15,000 budgeted to purchase a 2015 large van at the end of its lease period for the Water Purification Plant. Purchase to be funded from the Equipment and Vehicle Reserve.

Municipal Works

Project Name: Municipal Works Yard Redevelopment – Design and Construction Administration of the New Municipal Works Administration and Garage/Multi-Purpose Buildings

Funding: $1,487,268 (Financing)
$ 77,732 (Development Charges)
$1,565,000

Total Project Estimated Cost is $2.015M
$450,000 has been set aside in previous budget years to begin the work in 2020.

The Municipal Works (MW) Yard Redevelopment Environmental Assessment (EA) completed in 2016 has proposed a multiyear project to reconfigure and reconstruct all of the MW Yard facilities in order to meet the City's municipal works service requirements for the foreseeable fifty (50) year growth period.

The 2016 EA redevelopment schedule called for the construction of a new MW Garage/Multi-Purpose Building to be constructed on or before 2021. The new building will replace a number of existing structures within the MW yard, including the existing MW Garage, Facilities Division buildings (previously Public Properties Section), Roads Section buildings, Water Distribution and Sewer Collection Section buildings, Parks and Landscaping Section buildings, Traffic Shop and the Tire Storage building. According to the building evaluations completed as part of the EA process, all of the structures indicated above are in poor condition and have reached the end of their service life. In addition, as part of the comprehensive Asset Management Plan prepared in 2016, the City commissioned a consultant to conduct building condition assessments on all ninety-six City owned buildings. With respect to the structures scheduled to be replaced by the new Garage/Multi-Purpose Building, the consultant identified a combined value of over $1,000,000 in deficiencies that would need to be addressed within a five-year period in order to maintain safety and operational standards. Therefore, it is proposed that a new combined Garage/Multi-Purpose Building be constructed. The building will consist of a 3,000 square meter structure with a layout that focuses on effective space planning, Leadership in Energy and Environmental Design (LEED) principles and the minimization of building and maintenance costs through the consolidation of amenities such as offices and lunchrooms.

As per the 2016 EA, the total estimated combined construction costs for the individual building modules (Facilities, Roads, Water Distribution and Sewer Collection, Traffic Shop, Parks & Landscaping, Tire Storage and Garage) being incorporated into the proposed Garage/Multi-Purpose Building is $12,506,250. Accordingly, 12.5% of the total estimated cost, or $1,565,000, is allocated to the design and construction administration phase of the project.

Following the completion of the site reconfiguration and phasing plan for the Municipal Works Yard, it was determined that it would be necessary to replace the existing Administration Building in the second phase of development in order to facilitate the construction of other buildings within the yard – namely the new Garage/Multi-Purpose Building. As part of the 2019 Capital budget, Council approved $450,000 in funding for the design and construction administration services of the new MW Administration Building. As identified in the EA, the existing fifty-six year old Administration Building is substandard, extremely energy inefficient and has insufficient office space for the number of employees working within the building. It is proposed that the new Administration Building consist of a 1,200 square meter multi-level structure, with a design focus on operational and energy efficiency, environmental sustainability and accessibility. In an effort to minimize costs through economies of scale and ensure continuity in design, the detailed design of the Administration Building will be completed in conjunction with the design of the Garage/Multi-Purpose Building in 2020.

The funds included in the 2020 budget will be combined with the monies set aside in the 2019 budget to commission a multidisciplinary consulting engineering firm to provide detailed design and construction administration services for the new Municipal Works Administration and Garage/Multi-Purpose Buildings. The design phase of the project is scheduled for completion in 2020, with construction commencing in 2021. The construction contract for the new buildings will include provisions for the demolition of existing structures within the yard as well.

Photo: AECOM Municipal Works Yard Redevelopment Conceptual Layout Plan of the proposed Administration Building, Garage/Multi-Purpose Building and ancillary buildings.

Municipal Works

Project Name: **Emerald Ash Borer**

Funding: $300,000 Financing

The purpose of the Emerald Ash Borer (EAB) program is to deal with the Emerald Ash Borer, an invasive species which kills ash trees. The program involves the removal of infected ash trees, injecting existing ash trees with a treatment to deter EAB insects, planting replacement tree and stump removal.

This capital project is a continuation of the program as approved by Council in 2014.

The Emerald Ash Borer is confirmed to be well established in the Cornwall Area, and the effect on the local ash tree population is becoming increasingly evident. Staff annually review the City's existing ash tree inventory and identify trees that require removal. The plan provides replanting of removed trees on a one to one ratio where possible.

The EAB Management Plan which started in 2015 is anticipated to be a 10-15 year long project which will inevitably result in the removal of all ash trees from municipally-owned properties. The photo below provides an example of the damage that can result from the Emerald Ash Borer. The same street pictured here within a 3-year time period.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

MUNICIPAL WORKS EQUIPMENT

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Fleet Renewal Program										
#4 - 2014 Small Car	30									
#101 - 2010 Dump Truck	93									
#110 - 2007 Dump Truck	120									
#162 - 2010 Plow Truck with attachments	260									
#309 - 2005 Small Loader	125									
#458 - 2004 Articulating Tractor with attachments	140									
#64 - 2015 Large Van	15									
#66 - 2015 Large Van	15									
Equipment estimated for years 2021 - 2029		799	799	797	800	800	800	800	800	800
MUNICIPAL WORKS EQUIPMENT SUBTOTAL	798	799	799	797	800	800	800	800	800	800

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

MUNICIPAL WORKS / PARKS AND LANDSCAPING

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
MUNICIPAL WORKS:										
Municipal Works Yard Redevelopment	1,565	1,855	2,710	4,478	3,442	710	1,336	1,348	1,347	
PARKS AND LANDSCAPING:										
Emerald Ash Borer	300	300	300	300	300	300	300	300	300	300
MUNICIPAL WORKS / PARKS AND LANDSCAPING TOTAL	1,865	2,155	3,010	4,778	3,742	1,010	1,636	1,648	1,647	300

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
TRANSIT SERVICES									
Conventional Buses	C-33	1,160.0	1,276.0	936.0	340.0				
Handi-Transit Bus	C-34	200.0	216.0	158.0	58.0				
Electronic Fareboxes	C-35		650.0	541.6	108.4				
Bus Shelters & Bus Stop Accessibility	C-36		42.0	31.0				11.0	
Bus Surveillance System	C-37		32.0	24.0				8.0	
Air Recovery Units	C-38		80.0		80.0				
Transit Cube Van Replacement		80.0							
Vehicle Hoist Repair and Safety		50.0							
Passenger Counter / Web Applications		100.0							
Transit Services Total		1,590.0	2,296.0	1,690.6	586.4	-	-	19.0	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	1,590.0	1,065.0	525.0				
2018 Council Approved Capital	835.0	283.0	502.0				50.0
2017 Council Approved Capital	1,998.0	999.0	999.0				

Transit Services

Project Name: **Conventional Buses**

Funding: $ 936,000 Investing in Canada Infrastructure Program (ICIP)
$ 340,000 Financing
$1,276,000

Transit proposes to purchase two 40-foot low floor conventional buses in keeping with the Fleet replacement program. These will replace two 1997 Orion buses that have reached the end of their useful life and warrant replacement. By replacing these buses, it will reduce the average age of the fleet, reduce maintenance costs, and reduce fuel costs. Also, warranties are in effect for new buses.

Buses will be purchased through the Metrolinx program. New modern clean diesel buses helps reduce carbon footprints in two ways: better fuel economy and reduction of individual vehicle use. All new conventional buses are fully accessible for persons with disabilities.

Transit Services

Project Name: **Handi-Transit Bus**

Funding: $158,000 Investing in Canada Infrastructure Program (ICIP)
$ 58,000 Financing
$216,000

Transit proposes to purchase one (1) low floor gasoline powered specialized bus in keeping with the Fleet replacement program. This will replace a 2011 Chevrolet 4500 Handi-Transit bus that has reached the end of its useful life and warrants replacement. By replacing this bus, it will reduce the average age of the fleet, reduce maintenance costs, and reduce fuel costs. Also, warranties are in effect for new buses.

The bus will be purchased through the Metrolinx program. The bus is necessary to continuing transporting persons with disabilities. The bus has environmental advantages because it has flexible services uses: Handi-Transit, conventional and community bus routes.

Transit Services

Project Name: **Electronic Fareboxes**

Funding: $541,645 Investing in Canada Infrastructure Program (ICIP)
$108,355 Financing
$650,000

Transit proposes to purchase 26 new electronic fareboxes. This includes all related hardware and software to collect fares and store passenger and payment data. The present fareboxes are approximately 25 years old.

The cost of the project is spread over 2 years. New fareboxes will enhance rider experience by allowing all forms of fare payment including cash, smart/tap cards, web based payment, credit cards, prepaid cards, and others. The technology allows for electronic payment (rider mobile devices) which is considered environmentally friendly as it reduces paper fare products (cash and transfers).

Transit Services

Project Name: **Bus Shelters & Bus Stop Accessibility**

Funding: $31,000 Investing in Canada Infrastructure Program (ICIP)
$11,000 Equipment and Vehicle Reserve
$42,000

This is year 1 of a 5 year plan to purchase and install bus shelters on concrete pads. In addition, the intention of the plan is to make as many bus stops accessible for persons with disabilities. Presently, 52% of bus stops are considered accessible. The Accessibly for Ontarians with Disabilities Act (AODA) states that all bus stops must be accessible by the year 2025.

Bus Stop on McConnell at Oliver Lane
This is an example of a bus stop that was on a grassy area. A concrete pad connecting the sidewalk to the bus stop and a shelter was added.

Transit Services

Project Name: **Bus Surveillance System**

Funding:
$24,000 Investing in Canada Infrastructure Program (ICIP)
$ 8,000 Equipment and Vehicle Reserve
$32,000

This is year 1 of a 5 year plan to purchase and install up to five cameras on each conventional bus and four cameras on each Handi-Transit bus. Present cameras are failing to meet a high quality of reliability and a pilot project with new cameras has been very successful. Picture resolution and audio will be enhanced. The project cost include cameras, Network Video Recorders (NVR) and software for retrieving the data.

Transit Services

Project Name: **Air Recovery Units**

Funding: $80,000 Financing

Air Recovery Units remove exhaust and other impurities from the air. One unit controls air quality in the bus storage area and a second smaller unit controls air quality in the maintenance shop area. This is considered a Health and Safety issue for Transit employees. New efficient units will save energy and related cost.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

TRANSIT

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Conventional Buses	1,276	1,314	1,354	697	718	739	762	762	762	762
Handi-Transit Buses	216	223	230	236	244	251	259	259	259	259
Electronic Fareboxes	650	650								
Bus Shelters and Bus Stop Accessibility	42	43	44	45	45	46				
Bus Surveillance System	32	33	33							
Air Recovery Units	80									
Passenger/Counter/Web Applications										
Transit Cube Van										
Bus Radio Communication System		200								
Roll Up Garage Doors		88								
Vehicle Hoists & Repairs										
Shop Air Compressor				50						
Sewer System			100							
Natural Gas Compressor			150							
Parking Lot					50					
Transit Building heating/ Cooling System				50						
Concrete Slabs in Garage			50							
Metal Siding- Maintenance & Storage Garage				225						
Wall Finishes-Paint Wall Covering			60							
TRANSIT TOTAL	2,296	2,551	2,021	1,303	1,057	1,036	1,021	1,021	1,021	1,021

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
WASTE MANAGEMENT									
Landfill Expansion / Alternative Disposal ECA	C-41	50.0	100.0						100.0
Landfill Leachate and Gas Collection Systems Upgrades	C-42	200.0	40.0						40.0
Landfill Site - Service Area Infrastructure Upgrades	C-43	40.0	40.0						40.0
Diversion Facilities - Recycling Centre Upgrades	C-44	10.0	30.0					30.0	
Old Landfill Flaring Facility Decommissioning	C-45		90.0						90.0
Waste Management Total		300.0	300.0	0.0	0.0	0.0	0.0	30.0	270.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	300.0						300.0
2018 Council Approved Capital	1,390.0		1,290.0				100.0
2017 Council Approved Capital	400.0				400.0		

Waste Management

Project Name: **Landfill Expansion/Alternative Disposal ECA**

Funding: $100,000 Tax Base

Waste Management maintains a maintenance and capital renewal program of the infrastructure that ensures level of service and Environmental Compliance Approval (ECA) standards are met for landfill operations. The following project has been identified for 2020.

The current expected life of the landfill is 12 years (closure by 2032). The Landfill Expansion and Alternative Disposal ECA project will create the Terms of Reference on which the ECA application will be made.

Opening a new landfill or expanding the current site is a lengthy process. The process to select an option and obtain Ministry of Environment, Conservation and Parks (MECP) approval for an ECA could take anywhere from 7-12 years. The project will consider all available options with regards to waste management.

It is the Waste Management Division's intention to conduct a series of public consultations in conjunction with a consultant to determine the Terms of Reference, upon which an Environmental Assessment (EA) will be completed. The Terms of Reference, once developed will identify viable options the City can use to manage waste, which will provide realistic timelines and costs.

The Terms of Reference document will consider environmental, social, political, and economical feasibilities of the options for waste management while following the MECP's comprehensive public consultation process. The Terms of Reference will consider the feasibilities of working collaboratively with our surrounding municipalities in SDG to consider the geographic catchment area and sustainably manage waste in the area for the future.

Waste Management

Project Name: **Landfill Leachate and Gas Collection Systems Upgrades**

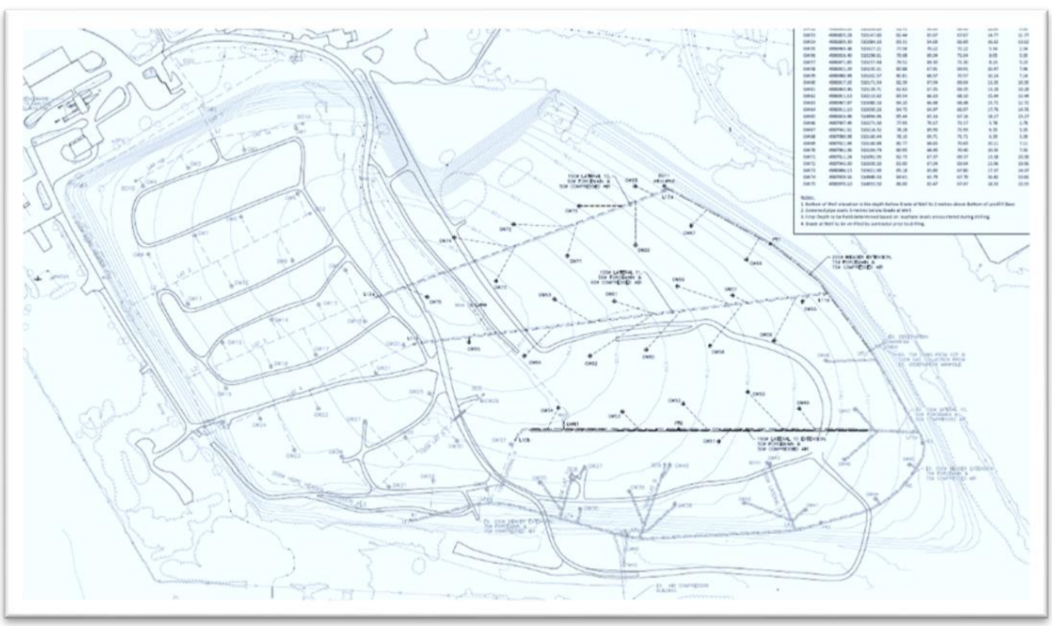
Funding: $40,000 Tax Base

Waste Management maintains a maintenance and capital renewal program of the infrastructure that ensures level of service and Environmental Compliance Approval (ECA) standards are met for landfill operations. The following project has been identified for 2020.

The landfill gas collection system collects gas under a vacuum and conveys it to the landfill gas flaring facility, which is currently being relocated and upgraded, to capture methane and flared to decrease greenhouse gas emissions and odours caused by the decomposition of waste.

As the landfill continues to be filled with waste, the gas wellfield is expanded in order to capture the gas. In 2019, the City completed its Lateral 10 expansion, which captured gas from Quadrants 2 & 3, Cells 1 and 2. Based on volumetric surveying it is anticipated that the next phase of the wellfield expansion will be in 2021. This expansion will encompass a new lateral installation that will connect to an existing header on the North East boundary of Quadrant 3 - Cell 2. In order to begin the design process associated with the next wellfield expansion, $40,000 is requested as part of the 2020 budget,

The proper operation of the leachate and methane gas collection system is fundamental to the operation of the solid waste disposal site and compliance with the Ministry of Environment, Conservation, and Parks certificate of approval. The ongoing expansion of both the gas and leachate collection systems is essential to control the methane gas build up at the landfill, improper operation or the delay in construction of these systems may create an environmental health and safety issue. The expansion of these systems will continue as the landfill reaches capacity.



Waste Management

Project Name: **Landfill Site - Service Area Infrastructure Upgrades**

Funding: $40,000 Tax Base

Waste Management maintains a maintenance and capital renewal program of the infrastructure that ensures level of service and Environmental Compliance Approval (ECA) standards are met for landfill operations. The following project has been identified for 2020.

There is an average of 28,000 visits made by the public to the landfill site each year. The public service area, created in 1968 acts as a transfer station within the landfill, where the public properly sorts their waste materials into garbage, recycling, scrap metal, tires, CFC appliances, hazardous waste, and electronics. The public service area includes a weigh scale with Geoware software to identify vehicles, weigh them, and assign them to a specific waste class in order to properly charge inbound site users. This system is essential in gathering data for the landfill site's Annual Report as required by the Ministry of Environment, Conservation, and Parks under the ECA for the site.

To improve public accessibility of the Landfill Site, to resolve some health and safety concerns, and to comply with ECA requirements, the following projects are proposed for 2020:

1. Install new public drop off depot lighting
    - Currently there is no lighting at the public drop off depot.
    - The installation of high efficiency, long life LED lighting at the public drop off depot will provide increased site lighting addressing health and safety concerns and providing additional site security

2. Grind and repaint inbound and outbound scale
    - Currently the site is serviced by two scales, both of different ages. One scale accounts for inbound traffic and the other accounts for outbound traffic. Both scales are currently experiencing corrosion from salt use during winter storm events. The rust will be removed, the metal sealed and then repainted.

Waste Management

Project Name: **Diversion Facilities - Recycling Centre Upgrades**

Funding: $30,000 Waste Management Reserve

Total Project Estimated Cost is $75,000
$45,000 has been set aside in previous budget years to begin the work in 2020.

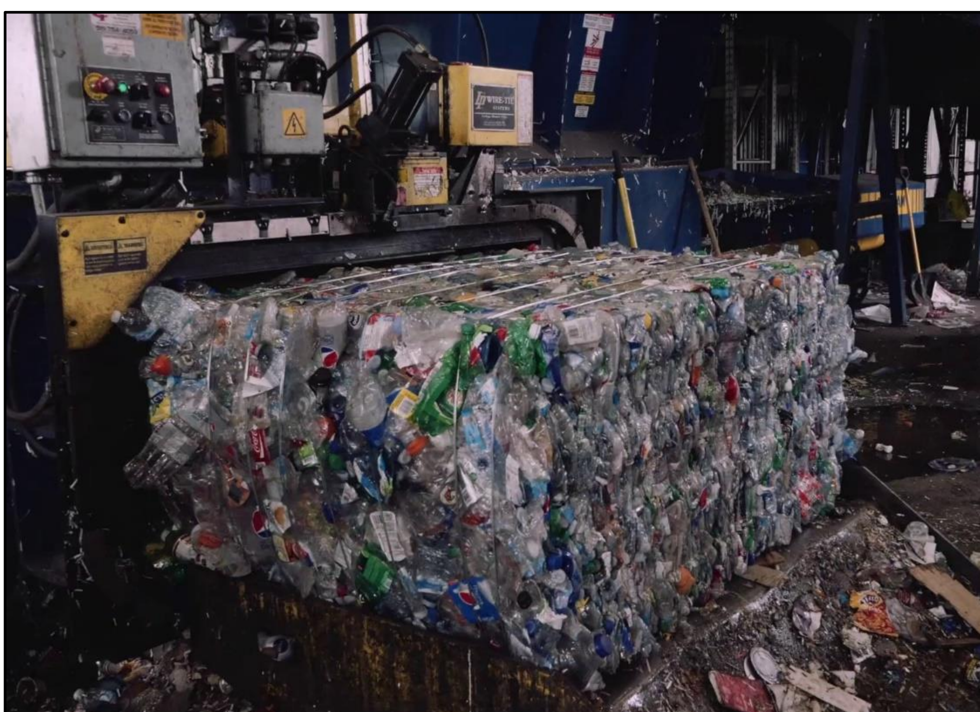
Waste Management maintains a maintenance and capital renewal program of the infrastructure that ensures level of service and Environmental Compliance Approval (ECA) standards are met for landfill operations. The following project has been identified for 2020.

The City of Cornwall currently owns the Material Recovery Recycling Facility at 2590 Cornwall Centre Road. This facility accepts curbside recyclable material from the City, the Township of South Dundas, the Township of North Stormont, the Township of South Stormont, the Township of South Glengarry, and Akwesasne. On average, the City of Cornwall Material Recovery Facility processes and bales 5,000 tonnes of recycling per year.

The Baler, installed in 2011, is fed through a feed conveyor system, replaced in 2019. The baler at the facility takes all of the sorted materials and compresses them into 3-meter by 2-meter, by 1-meter bales, and wraps them with a metal wire so the materials can be shipped to the appropriate mills. The baler serves as an important mechanism for the recycling process at the facility. Tight and consistent sized bales help with storage and ensures stable shipping costs for materials headed to market. Without a properly functioning baler, the material would not be accepted by the market and remain loose at the facility. Residual waste from the facility is also baled, which reduces the amount of windblown litter leaving the facility, and results in a cleaner and efficiently run facility.

A preventative maintenance schedule is in place to help extend the remaining life of the baler to ensure it continues to operate efficiently. The preventative maintenance schedule is to complete a baler reline every 5-7 years. Based on the condition assessment and age of the baler, it is recommended that the inside of the baler be relined in 2020. Note: the contractor is noticing issues with gaps between shear knives, and exacerbated floor wear,

The City of Cornwall requires an additional $30,000 to complete the $75,000 bid price for the relining of the inside of the baler. Replacement of the baler entirely would be $300,000



Waste Management

Project Name: **Old Landfill Flaring Facility Decommissioning**

Funding: $90,000 Tax Base

Waste Management maintains a maintenance and capital renewal program of the infrastructure that ensures level of service and Environmental Compliance Approval (ECA) standards are met for landfill operations. The following project has been identified for 2020.

The landfill gas collection system collects gas under a vacuum and conveys it to the landfill gas flaring facility, which is currently being relocated and upgraded, to capture greenhouse gas emissions and odours caused by the decomposition of waste.

The new flaring facility will be constructed in 2020, and at that time the old flaring facility will no longer be required. The old facility must be decommissioned as part of the next steps to integrating the new flaring facility into the existing landfill.

This project will be the decommissioning of the old facility. The project will involve: removal of the flare stack, removal of the entire mechanical system including the blowers and analyzers, the removal of the condensate chamber and pump, and the removal of the existing Programmable Logic Controller. Although, the City intends to keep the building to maintain a PLC inside the facility that allows for ambient gas detectors, in order to detect or monitor any remaining hazardous gases.

The proper operation of the methane gas collection system is fundamental to the proper operation of the solid waste disposal site and compliance with the Ministry of Environment, Conservation, and Parks certificate of approval. The ongoing expansion of both the gas and leachate collection systems is essential to control the methane gas build up at the landfill, improper operation or the delay in the decommissioning of these systems may create an environmental health and safety issue.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

WASTE MANAGEMENT SERVICES

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Landfill Expansion / Alternate Disposal ECA	100	100	100	100	100	100	100	100	100	100
Landfill Leachate and Gas Collection Systems Upgrades	40	250	40	300	40	300	40	300	40	40
Landfill Site - Service Area Infrastructure Upgrades	40				50	60	50	40	30	30
Diversion Facilities - Recycling Centre Upgrades	30			50	50		50		100	100
Old Landfill Flaring Facility Decommissioning	90									
Inbound scale replacement			100							
Organics Pilot Program		100								
Maintenance Building Repairs			80							
Landfill Site Repaving Project		50	30							
WASTE MANAGEMENT SERVICES TOTAL	300	500	350	450	240	460	240	440	270	270

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
RECREATION PROGRAMMING AND WATERFRONT									
Big Ben Snow Making Equipment	C-48		75.0				75.0		
Implementation of the Waterfront Plan	C-49		200.0						200.0
Recreation Master Plan Update		60.0							
Recreation Programming and Waterfront Total		60.0	275.0	-	-	-	75.0	-	200.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	60.0			43.8			16.2
2018 Council Approved Capital	242.0		230.0				12.0
2017 Council Approved Capital	80.0						80.0

Recreation Programming

Project Name: **Big Ben Snow Making Equipment**

Funding: $75,000 Federal Gas Tax

The Big Ben Ski Centre has historically operated with two snow guns to make snow at the facility. Last season one of the snow guns failed. The failed snow gun was so outdated that repair was not an option and the facility ran only one snow gun for the majority of the season. Administration had a snow gun supplier come to site and review the existing snow making equipment in order to provide a recommendation and quote for a new snow gun. The supplier determined that the existing water supply system for the snow making equipment to be inadequate, such that the purchase of a second snow gun was not recommended. The supplier stated that the existing water pump and water supply pipe did not have the capacity to adequately supply water for two snow guns at the top of the hill. The supplier recommended that the water pump be replaced and that the size of the water supply pipe be increased.

This project includes the replacement of the existing water pump and supply pipe as well as the purchase of a second snow gun.

Using only one snow gun to cover the ski hill with snow takes considerably more time. Ski hills in our region rely heavily on artificial snow-making in order to remain open during the ski season. Having only one snow gun means that the ski hill will be increasingly subject to closures due to insufficient snow base.

Recreation Programming

Project Name: **Implementation of the Waterfront Plan**

Funding: $200,000 Tax Base

The Waterfront Plan was adopted by Council in October 2019 and includes a number of recommendations within the five distinct areas. The Implementation Forecast within the Plan identifies the following projects for Year 1 (2020):

1. Develop a comprehensive tourism strategy, supported by a marketing/promotion plan, and a sport tourism function. (This item will be included in the 2020 Tourism Strategy/Budget).

2. Develop a signage and wayfinding strategy for Cornwall with an emphasis on the waterfront and improving connections between Downtown and the Waterfront. (This item was approved during the 2019 budget process)

3. Establish a Waterfront Implementation Task Force to address acquiring surplus Federal Government lands. A strategy is needed to address the impending sale of lands by the Federal Government to formulate a preferred approach to purchasing lands.

4. Enhance the entrance to Cornwall at border crossing (Brookdale Ave and Water Street) Cornwall Gateway Centretown (This item was approved during the 2019 budget process)

5. Increase food opportunities along the Waterfront. This is a significant item that the Waterfront Committee will want to review in 2020 to determine opportunities and locations. The current balance of $240,000 in the City's Waterfront Development Fund, which was primarily focused on Pointe Maligne, may assist in implementing this initiative.

Overall, the Plan has an estimated total budget of nearly $25 million for a 25-year period, which would include design and construction requirements. There will be years forthcoming which will have higher budget requests than in 2020.

The Waterfront Plan's Implementation Forecast identifies a budget of $200,000 for 2020. This will address some of the items listed above and/or be available for future waterfront development projects.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Recreation Programming and Waterfront										
Big Ben										
Snow Making Equipment	75									
Replace Tow Lift					200					
Waterfront										
Implementation of the Waterfront Plan	200	315	240	990	790	460	1,140	2,100	2,245	940
Recreation Programming and Waterfront Total	275	315	240	990	990	460	1,140	2,100	2,245	940

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING GRANTS	EXTERNAL FUNDING FINANCING	RESERVES DEV. CHARGES	RESERVES GAS TAX	RESERVES SPECIFIC RESERVE	2020 TAX BASE
CITY FACILITIES									
Recreation Facilities									
Civic Complex Compressor and Electrical Panels	C-52		115.0					115.0	
Civic Complex Building Improvements	C-53		40.0					40.0	
Civic Complex Arena Spectator Seat Replacement	C-54	55.0	250.0					250.0	
Civic Complex Parking Lot Lighting Replacement	C-55		200.0				200.0		
Benson Centre Laser Ice Leveller	C-56		60.0					60.0	
Outdoor Bleacher Replacement	C-57		40.0						40.0
Outdoor Pool Basin Structural Review	C-58		60.0						60.0
Marina 200 Above Ground Fuel Tanks	C-59		125.0				125.0		
Outdoor Tennis Court Lighting Replacement and Court Resurfacing	C-60		110.0						110.0
Benson Centre Outdoor Playstructure	C-61		100.0				100.0		
Aquatic Centre Ventilation Improvements and UV Disinfection		500.0							
Benson Centre LED Arena Lighting		300.0							
Civic Complex LED Arena Lighting		250.0							
Art Centre Design		300.0							
Arc Flash Analysis		125.0							
Brian Tardif Field Lighting		85.0							
Benson Centre Arena Duct Work		80.0							
Brian Tardif Field Netting		55.0							
Upgrade Outdoor Pool Filter Systems		55.0							
Civic Complex Floors in Dressing Rooms		55.0							
King George Park Washroom		25.0							
Parks / Playgrounds									
Bicycle Path Repairs	C-62	50.0	50.0				50.0		
Playground Structure Replacement	C-63		120.0					30.0	90.0
Bikepath Retaining Wall Structure Replacement		1,000.0							
Docks at RCAF and Guindon Park		80.0							
Municipal Facilities									
Justice Building HVAC Replacement	C-64		1,050.0		1,050.0				
Arts and Culture Centre Renovations	C-65		6,000.0	1,000.0	5,000.0				
Renovations at Various Municipal Buildings	C-66	29.0	43.0					16.5	26.5
Justice Building Courtyard Repairs		175.0							
Woodhouse Museum Repairs		50.0							
Parking Lot Rehabilitation - St Columban's		45.0							
Parking Lot Rehabilitation - Optimist Park		30.0							
City Facilities Total		3,344.0	8,363.0	1,000.0	6,050.0	-	475.0	511.5	326.5

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING GRANTS	EXTERNAL FUNDING FINANCING	RESERVES DEV. CHARGES	RESERVES GAS TAX	RESERVES SPECIFIC RESERVE	TAX BASE
2019 Council Approved Capital	3,344.0		2,350.0		50.0	490.0	454.0
2018 Council Approved Capital	920.0		230.0		50.0	310.0	330.0
2017 Council Approved Capital	470.0				50.0	140.0	280.0

City Facilities

Project Name: **Civic Complex Compressor and Electrical Panels**

Funding: $115,000 Recreation Facilities Reserve

Compressor Replacement ($40,000)
The Civic Complex Ice Plant operates using three compressors. Two of the three compressors date back to the original construction of the facility. The existing compressors have been previously overhauled/refurbished and one is due to be overhauled/refurbished again. Due to the age and condition of the compressor that is scheduled to be overhauled/refurbished, it is recommended to replace the compressor as it would be cheaper to replace.

A new compressor for the ice plant will result in energy savings as the new compressor will operate more efficiently. The replacement of the ice plant compressor and electrical panels is in accordance with the City's asset management plan.

Replacement of Electrical Panels ($75,000)
The electrical panels that control the Civic Complex Ice Plant Compressors date back to the original construction of the facility and have reached the end of their life expectancy and warrant replacement.

The existing electrical panels are outdated and replacement parts are no longer available. Also, they do not meet current safety standards as they are not equipped with the necessary lockouts, which poses a safety risk to staff/contractors when performing maintenance on the compressors.

City Facilities

Project Name: **Civic Complex Building Improvements**

Funding: $40,000 Recreation Facilities Reserve

Fire Panel Replacement ($20,000)

The existing fire panel at the Civic Complex has reached the end of its life expectancy and requires replacement. This panel is obsolete and has been subject to frequent failures in recent years, resulting in increased maintenance costs. Furthermore, replacement parts for the existing fire panels are no longer available.

Zamboni Laneway Repairs ($20,000)

The existing concrete floor in the Zamboni laneway at the Civic Complex have become worn and rutted. The tires on ice resurfacing machines (Zambonis) are equipped with metal studs that provide traction when operating on the ice surface. Over the years, these metal studs have worn the existing concrete surface in the Zamboni laneway such that there are significant ruts in the maintenance area where the Zamboni travels. These ruts cause water ponding and pose a tripping hazard to staff that access this space.

Both the replacement of the Civic Complex fire panel and Zamboni laneway floor repairs were identified in the City's Building Condition Assessment reviews as requiring repair/replacement.

City Facilities

Project Name: **Civic Complex Arena Spectator Seat Replacement**

Funding: $250,000 Recreation Facilities Reserve
Total Project Estimated Cost is $305,000
$55,000 has been set aside in previous budget years to begin the work in 2020

The existing blue spectator seats at the Civic Complex have reached the end of their life expectancy and are in need of replacement. The existing blue spectator seats date back to the original construction of the facility.

The 2019 budget included a $55k project to begin to assess and replace the existing blue spectator seats. The company that supplied the existing seats is still in operation and still manufactures and distributes this seat model along with its replacement parts. A representative of the supply company has conducted a review of the existing seating and has provided replacement options.

Upon disassembly and inspection of the existing seats it was determined that the foam seat cushions in the existing blue spectator seats has degraded over time such that the foam has turned to powder and no longer provides any support. Without the foam cushion padding, spectators are sitting directly on the metal springs within the seat pan.

This project will replace the all the existing foam seat cushions along with new upholstery for the seat portion of the seat assembly.

City Facilities

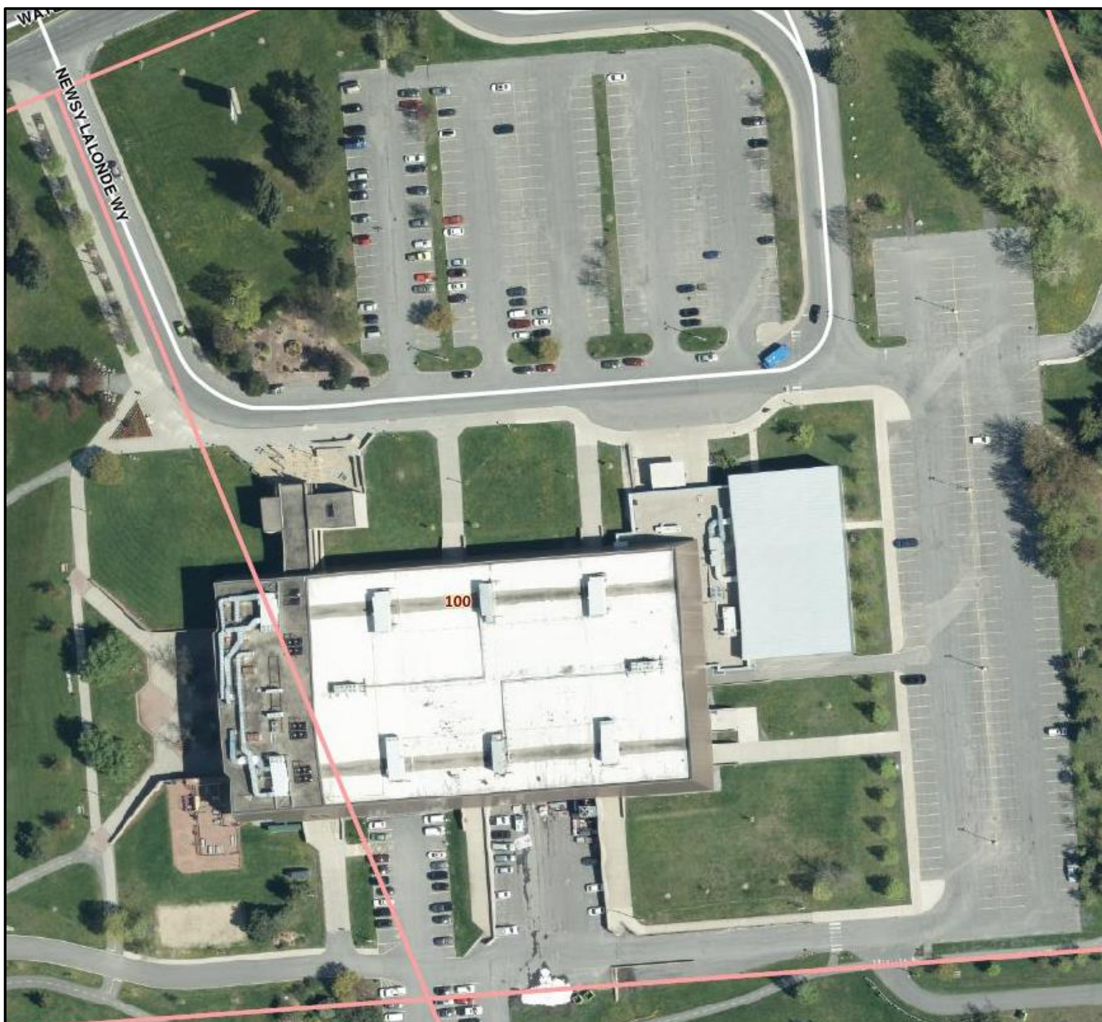
Project Name: **Civic Complex Parking Lot Lighting Replacement**

Funding: $200,000 Federal Gas Tax

The existing parking lot lighting at the Civic Complex has reached the end of it’s life expectancy and warrants replacement.

This project includes the replacement of the 39 light standards (poles) and the light fixtures. The light standards are corroded and have already been repaired and welded over the years. Further repairs or welding is not recommended as it could compromise the structure of the light standards. The proposed new light fixtures would be LED (Light Emitting Diode) fixtures, which use considerably less electricity than the existing HPS (High Pressure Sodium) fixtures.

The existing light standards and fixtures date back to the original construction of the facility.



City Facilities

Project Name: **Benson Centre Laser Ice Leveller**

Funding: $60,000 Recreation Facilities Reserve

A laser ice leveller was installed on an ice resurfacer (Zamboni) at the Civic Complex and has been in operation for the past ice hockey season. A laser ice leveller automatically controls the elevation of the blade on the back of the ice resurfacer as it floods the ice surface. Typically, the blade adjustments on ice resurfacers are controlled manually by the operator; however, the required adjustments are so minute (millimeters) that it is extremely difficult for an operator to manually adjust the blade according to the ice thicknesses. By using a laser guided system to control the blade adjustments, the ice resurfacer is able to control the blade such that it shaves the ice where the thickness is too great, and not shave where the thickness is too thin.

With the use of the laser ice leveller at the Civic Complex, staff have observed that the ice thickness has been extremely consistent, and that there has been a significant reduction in the amount of time required to build ice where the thickness is too thin.

Being able to maintain the ice at a consistent optimum thickness improves the quality of the ice and results in electrical utility savings as it takes more electricity to maintain a thicker ice surface.

City Facilities

Project Name: **Outdoor Bleacher Replacement**

Funding: $40,000 Tax Base

The City has approximately 30 sets of outdoor bleachers located throughout the City at various outdoor playing fields. The existing outdoor bleachers are approaching the end of their life expectancy and require increased maintenance to ensure that they are safe for public use.

The existing bleachers typically consist of wooden benches mounted on a steel structure. The wooden benches are prone to rot and the steel structures are corroding due to weather exposure. The proposed replacement bleachers would consist of aluminum structure with aluminum benches and would include protective railings around the back and sides.

As part of an asset replacement plan, it is proposed to replace five sets of bleachers per year for six years, beginning in 2020.

City Facilities

Project Name: **Outdoor Pool Basin Structural Review**

Funding: $60,000 Tax Base

The City operating both regular swimming pools and wading pools at the following locations: Mattice Park, Reg Campbell Park, St. Francis de Sales Park, St. Joseph's Park, and Terry Fox Park.

The existing outdoor concrete pool basins are approaching the end of their life expectancy and increasingly require more repairs at the beginning of each season.

A structural review of our existing outdoor concrete pool basins is required to assess their current condition and to provide recommendations on the future of these outdoor pools. (ie. Repair methodology, removal/replacement, etc.).

Administration hopes to use the consultant's recommendations to develop a long-term plan for the outdoor public pool basin structures.

City Facilities

Project Name: **Marina 200 Above Ground Fuel Tanks**

Funding: $125,000 Federal Gas Tax

In the spring of 2019, officers for the Federal Department of the Environment issued an order to the City of Cornwall and the Department of Fisheries and Oceans to immediately remove the existing underground fuel storage tanks at Marina 200 from service. The existing underground tanks dated back to the original construction of the Marina 200 facility and were deemed to not be in compliance with current standards.

The Department of Fisheries and Oceans removed the existing fuel storage tanks this September, but indicated that they would not be interested in partnering with the City of Cornwall to install new tanks at the facility.

It is proposed to replace the existing underground tanks with new above ground fuel storage tanks, complete with new pumps and hose reels. It is proposed to install the new fuel storage tanks on a new concrete slab on the back side of the Marina 200 office building.

City Facilities

Project Name: **Outdoor Tennis Court Lighting Replacement and Court Resurfacing**

Funding: $110,000 Tax Base

The City has five pairs of outdoor tennis courts located in five parks (Broadview, Terry Fox, Riverdale, Mattice, Kinsmen). The condition of the tennis court lights is poor and it is proposed to replace the existing lighting with new light standards with efficient LED fixtures. The new LED fixtures will reduce electricity consumption and will require less maintenance as the fixtures last much longer then the existing fixtures.

Also, the condition of the tennis court surfaces are deteriorating (cracking and fading) and soon warrant refurbishment of the existing asphalt surface coating.

It is proposed to coordinate the court resurfacing and overhead lighting replacement work to address one court per year over the next five years. The order in which each court is improved would be determined based on the condition of each court.

Kinsmen Park Tennis Court

City Facilities

Project Name: **Benson Centre Outdoor Playstructure**

Funding: $100,000 Federal Gas Tax

The Benson Centre recreation facility sees an estimated 1,000+ people on a daily basis. Many of the facility's users are children that are coming to participate in organized sporting activities and come with families including other siblings. These other siblings typically aren't interested in watching the sporting activity, so they often make use of the mini-stick rink located in the mezzanine or wander the facility. Having an outdoor playstructure would provide those siblings a free activity to occupy their time as they wait for their sibling to finish their sporting activity.

Due to the traffic at the Benson Centre, Administration believe that an outdoor playstructure at the facility would be extremely well utilized.

Outdoor playstructures are very common at recreation facilities such as the Benson Centre. (examples: Maxville Arena, Akwesasne Arena, Long Sault Arena, etc.)

City Facilities

Project Name: **Bicycle Path Repairs**

Funding: $50,000 Gas Tax

The project will address health and safety issues with the trail systems within the City's boundaries.

This project is an annual project that typically allows for the resurfacing of approximately 1-1.5 kilometers of the City’s existing bicycle path infrastructure. The City maintains approximately 40km of bicycle paths within the City boundaries. This level of funding allows the paths to be resurfaced on a 30 to 35-year cycle.

It is proposed to coordinate this bikepath resurfacing work with the retaining wall replacement project (approved in the 2019 budget) such that the proposed resurfacing work occurs along Montreal Rd. between the sections of the path where the retaining wall is to be reconstructed.

This photo shows a section of existing bikepath along Vincent Massey Dr. adjacent to Guindon Park.

City Facilities

Project Name: **Playground Structure Replacement**

Funding: $ 90,000 Tax Base
$ 30,000 Parkland Reserve
$120,000

The Recreation Master Plan recommends that two playground structures be replaced per year. New playground structures are designed and constructed to meet current accessibility standards and safety standards. The division of Parks/Playgrounds proposes to replace two existing playground structures (in the same year), every second year.

It is proposed to replace the existing play structures at Aimé Leblanc Park and Francis Guindon Park. These existing playground structures do not meet current accessibility standards and are approaching the end of their life expectancy. New accessible playground structures in these parks will improve our level of service for residents within these neighbourhoods.

Aimé Leblanc Park

Francis Guindon Park

City Facilities

Project Name: **Justice Building HVAC Replacement**

Funding: $1,050,000 Financing
Total Project Estimated Cost is $1,500,000
$450,000 has been set aside in previous budget years to begin the work in 2020

With the rate structure from Cornwall District Heating set to increase approximately $15,000 per year and the Heating, Ventilation and Air Conditioning (HVAC) units beyond their life expectancy of 15 years (as identified in the Building Condition Assessments), this project is for the replacement of the current HVAC system to natural gas heated system.

The total cost of this project is estimated $1.5M, which will be financed. The principal and interest will be funded from the Building Reserve Fund. In the 2018 budget, $450,000 was set aside for this project.

The HVAC systems are approximately 20 years old. The units cannot meet the air conditioning demands of the facility. Sprinklers have been placed in front of the units to spray water on the coils to aid in cooling the air on hot days.

City Facilities

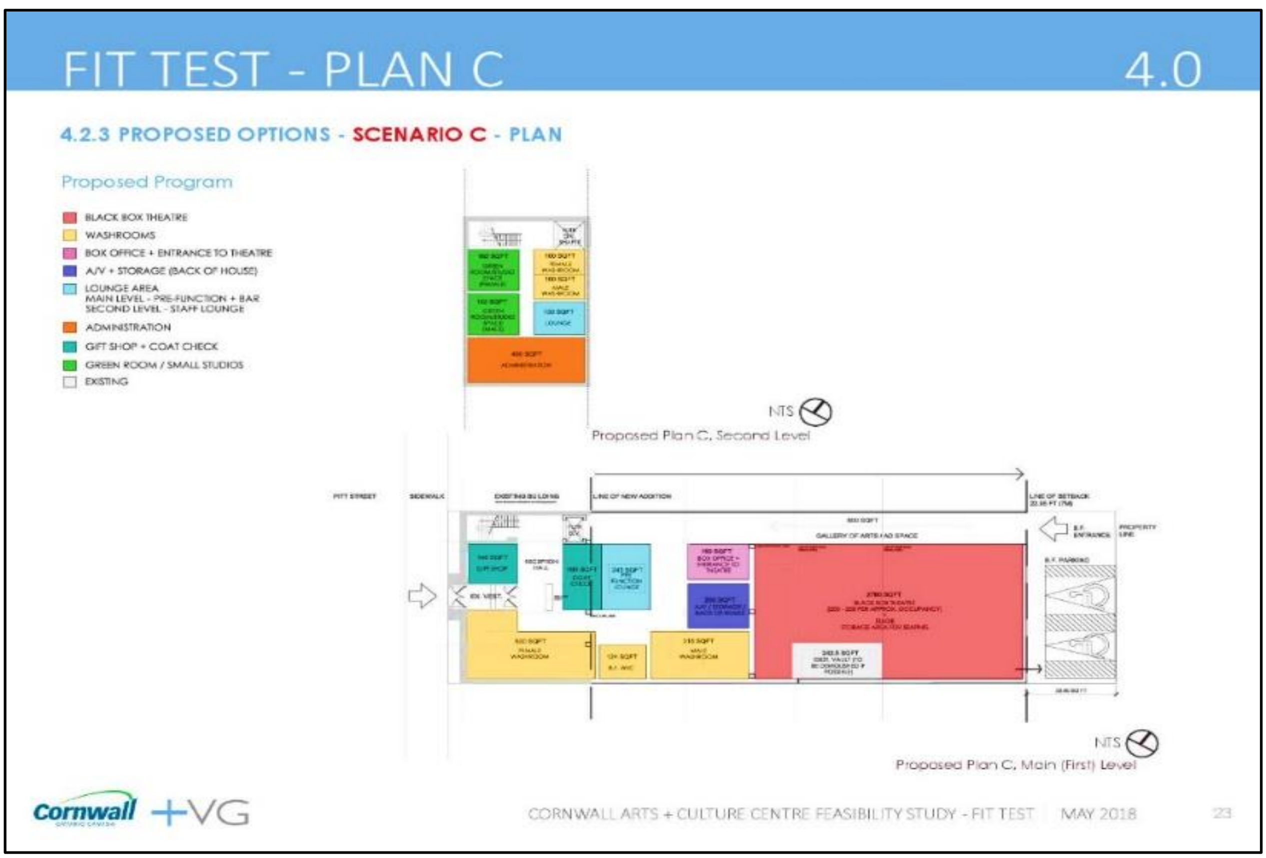
Project Name: **Arts and Culture Centre Renovations**

Funding: $5,000,000 (Grant Application – City Portion to be Financed)
$1,000,000 Community Fundraising
$6,000,000

In 2018, the City purchased the former BMO building at 159 Pitt St. for the future conversion into an Arts and Culture Centre. In 2019, Council approved a project to complete the design work for the proposed renovation/addition.

It is proposed to proceed with the tendering and construction of the addition and renovation of 159 Pitt St. as soon as the design phase of the project is complete.

A funding application has been submitted to the Investing in Canada Infrastructure Program (ICIP). The Community, Culture and Recreation Stream represents one of the four ICIP priorities, and is intended to cover community infrastructure design and capital construction costs, to improve access to services, and increate the quality of community, cultural, and recreation initiatives. Should the funding application be successful, the project funding would be divided between the municipality (26.7%), the province (33.3%), and the federal government (40%). The funding from the community fundraising campaign would be part of the municipality’s funding contribution.



City Facilities

Project Name: **Renovations at Various Municipal Buildings**

Funding: $26,500 Tax Base
$16,500 Municipal Buildings Reserve
$43,000

This project is to conduct repairs at various municipal buildings / structures as identified in the Building Condition Assessments (BCA's).

Optimist Park New Windows and Lunchroom Heating System ($24,000)

The windows and heating system are original to the building and are in need of replacement. The new opening type windows will allow fresh air into the building reducing air conditioning requirements and electricity costs. The HVAC system cannot maintain the heat requirements of the building. Current and past users have supplemented the heating with portable heaters.

Police Sub Station Painting ($16,500)

The walls of the Police Sub Station, located at 330 Montreal Rd., have not been painted for a number of years and are badly worn. This portion of the project will be funded from the Municipal Buildings Reserve.

Bandshell Flagpole Supports ($2.500)

The flag supports were identified in the Building Condition Assessment as requiring investigation to ensure they are structurally sound (no broken welds) so that they can support the weight and wind stresses exerted on them. An engineering firm will inspect the supports and provide a cost estimate for their repair or replacement.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

	DESCRIPTION	EXPENDITURE 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
	FACILITIES										
1	**CIVIC COMPLEX**										
	Restaurant Equipment Upgrade				75						
	Arena Spectator Seat Replacement	250									
	Office Upgrade (Carpets)				100						
	Parking Lot Improvement (Paving / Railings)						200				
	Parking Lot Lighting Replacement	200									
	Salon ABC Lighting and PA System			160							
	Lower Level Concourse Lighting and Ceiling			100							
	Lower Level Washrooms Improvements			75							
	Refrigeration Plant Condenser		250								
	New Floor Slab				500						
	Complex Front Steps Replacement					500					
	Compressor for Ice Plant	40					40				
	Compressor Electrical Panels	75									
	Dressing Room Showers		80								
	Zamboni Laneway Repairs	20									
	Fire Panel Replacements	20									
2	**Aquatic Centre**										
	Change Room Modification (Gender Neutral)					250					
	Dectron						350	350			
	Slide Repairs / Replacement					500					
	Filtration System Upgrade						300				
	Heat Recovery Unit Replacement				500				300		
3	**Benson Centre**										
	Soccer Fields		2,000								
	Dressing Room & Hallway Flooring						100				
	Laser Ice Leveller	60									
	Outdoor Playstructure	100									
	Parking Lot Lighting LED Conversion		40								
	Main Lobby Lighting Replacement		50								
	Fieldhouse Turf										750
4	**Arts and Culture Centre**										
	Design										
	Renovations	6,000									
5	**Joe St.Denis Field**										
	Phase 1 Replace Existing Field Lighting			300							
	Phase 2 Artificial Turf			1,100	1,100						
6	**Outdoor Pools**										
	Upgrade Outdoor Pool Filter Systems		55								
	Pool Basin Structural Review	60									
	Resurface Pool Basins Concrete, 1 Per Year		60	60	60	60	60				
	Menard Park Splash Pad			450							
7	**Tennis Courts**										
	Outdoor Tennis Court Refurbishment	60	60	60	60	60					
	Outdoor Tennis Court Lighting Replacement	50	50	50	50	50					
	Saunders Drive (Pickle Ball)			120							
8	**Playing Fields**										
	Reg Campbell Ball Netting									75	
	Brian Tardif Field Lighting										
	Upgrade Ball Lights At Optimist Park		60								
	Upgrade Soccer Lights At Optimist Park				60						
	Reg Campbell Parking Improvements			75							
	Brian Tardif Field Netting										
	Optimist Park Soccer Fields		110	110							
	Outdoor Bleacher Replacement	40	40	40	40	40	40				

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
9 **Marina 200**										
Above Ground Fuel Tanks	125									
Dock Replacement / Upgrades	125								500	
10 **Parks**										
Playground Structure Replacement	120		120		120		120		120	
Off Leach Dog Park (Lamoureux)						90				
Bicycle Path Repairs	50	50	50	50	50	50	50	50	50	50
Outdoor Park Furniture		55								
Upgrade Of Skate Board Park / BMX					1,000					
Guindon Park Camping			50							
11 **Municipal Buildings**										
Fire Hall HQ Roof Repairs						24				
Day Care Painting				30						
Arc Flash Risk Analysis - Public Property			100					100		
Renovations at Various Municipal Buildings	43	54	86	42	64	25	50	36	50	50
Fire Hall #2 Overhead Doors				24						
Justice Building Elevator Upgrades		340	120							
Optimist Park Overhead Doors			20							
Transit Overhead Doors			88							
Apron Repairs - EMS			59							
Justice Building HVAC Replacement	1,050					60				
Richelieu Day Care HVAC						25				
Justice Building Roof					300					
Painting - EMS, FH#1, FH#2 (floors)		156								
Justice Building North and South Side Roofs				100						
City Hall Rooftop HVAC Unit			24							
Bandshell Maintenance		46								
Transit Siding				225						
Fire Hall #2 Roof							212			
Richelieu Day Care Roof						140				
City Hall Roof						85				
Cenotaph Sidewalks							45			
Optimist Park Roof								245		
Painting - Optimist Park, FH2, City Hall			209							
RECREATION AND FACILITIES TOTAL	8,488	3,556	3,626	3,016	2,994	1,589	827	731	795	850

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
FINANCIAL SERVICES									
ITT Services									
Master Plan	C-70		75.0	75.0					
Financial Services Total		-	75.0	75.0	-	-	-	-	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	-	-	-	-	-	-	-
2018 Council Approved Capital	898.0		768.0			20.0	110.0
2017 Council Approved Capital	1,200.0	60.0	1,000.0			100.0	40.0

Financial Services

Project Name: **Information Technology & Telecommunications (ITT) Master Plan**

Funding: $75,000 Municipal Modernization Funding

Technology plays a significant role in the delivery of City services. The ITT Master Plan will establish a five-year outlook with strategies and actions for the investment in technologies that are innovative and continue to improve how City services are provided. Due to the constantly changing technology landscape, the ITT Master Plan will ensure that we are following industry standard best practices. The ITT Master Plan will guide the City in planning, procuring, implementing and managing current and future technology and resources, optimizing its ITT investment.

An ITT Master Plan is a document that details the comprehensive technology-enabled business management processes an organization uses to guide operations. It will serve as a guide to related decision-making, with ITT tasks prioritized and implemented using the Plan as a framework.

The ITT Master Plan will review:

- Service Strategy: deliver better and cost-effective services for the Corporation and citizens.
- Information and Data Strategy: maintain integrity, availability, and accuracy of business data across business processes.
- Platform and Application Strategy: deliver the required business functionality with lower total cost of ownership, easy maintainability, and reduced delivery time.
- Infrastructure Strategy: provide a high performing, reliable, energy and cost-efficient environment to run ITT services.
- Mobile and Device Strategy: outline standards, expectations, policies and activities to standardize and enhance mobile access options.
- Security Strategy: protect confidentiality, integrity and availability of information by establishing physical and logical controls.

The ITT Master Plan will define the overall scope and approach for how the City will provide vital support to programs and services across the Corporation in the future, thus enabling more effective, innovative and efficient achievement of the City of Cornwall's strategic plan.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

FINANCIAL SERVICES

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
INFORMATION TECHNOLOGY										
ITT Master Plan	75					100				
Sharepoint (EDRMS)						100				
Desktop Virtualization				80				150		
Storage		100		100			100			
Hosts for virtual Servers			100			100	150		125	125
Network Upgrades		100			100			100		
FINANCE										
Upgrade Accounting / Budgeting Systems					160					
FINANCIAL SERVICES	75	200	100	180	260	300	250	250	125	125

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
FIRE SERVICES									
Fire Headquarters and Training Centre	C-73	2,900.0	2,900.0		2,621.6	278.4			
Rescue Boat		90.0							
Fire Services Total		2,990.0	2,900.0	0.0	2,621.6	278.4	0.0	0.0	0.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	2,990.0		2,568.8	331.2		90.0	-
2018 Council Approved Capital	60.0						60.0
2017 Council Approved Capital	50.0						50.0

Fire Services

Project Name: **Fire Headquarters and Training Centre**

Funding: $2.9M Financing and Development Charges (year 2 of 3)

Total Project Estimated Cost is $8.7M.
$2.9M has been set aside in the 2019 budget.

The construction of the Fire Station is included in the City's Long-Term Financial Plan in the year 2020. Throughout the construction period, the City will short-term borrow (if necessary) for project costs until the project is complete. It is proposed that the project be funded through financing and development charges.

The City has begun the process of building a new Fire Headquarters and Training Center. Following an exhaustive search, the property located at 735 Tollgate road (North-West corner of Tollgate and Brookdale) was selected as its new location. The purchase of this property was completed at the end of 2019.

In 2020, the City will release a Request for Proposal to select the best suited proponent to design and build the facility. It is expected that site preparation and construction will begin in 2020 and the project will be completed in 2021.

While in the design phase, basic site preparations and site servicing will begin. The design requirements will include apparatus housing, living quarters, and office space as well as training room and facilities to ensure that Cornwall Fire Services continues to provide emergency services into the future. The facility will also include interactive public education capabilities in order to increase fire prevention awareness and education.

Budgetary estimates are currently based on the Class "D" estimate that utilize project requirements, scope and assumptions, as developed in the Business Plan: Fire Station and Training Center[1]. This estimate will become more precise during the design phase.

[1] Business Plan: Cornwall Fire Station and Training Center, Colliers International, November 2018, File #820782-0054 (V.3.0)

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

FIRE SERVICES

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Facilities										
Fire Headquarters and Training Centre	2,900	2,900								
Fleet Vehicles										
Pumper 3 Replacement		880								
Pumper 5 Replacement									900	
Aerial 1 Replacement						1,120				
Aerial 2 Replacement								1,120		
Equipment										
HazMat Equipment							60			
General Equipment		10								
SCBA replacement						270				
Radio System Replacement		100								
FIRE SERVICES SUBTOTAL	2,900	3,890	0	0	0	1,390	60	1,120	900	0

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING: GRANTS	EXTERNAL FUNDING: FINANCING	RESERVES: DEV. CHARGES	RESERVES: GAS TAX	RESERVES: SPECIFIC RESERVE	2020 TAX BASE
Cornwall SDG Paramedic and Emergency Management Services									
Ambulance Replacement	C-76	525.0	523.0					523.0	
Power Cot Replacement	C-77		75.0					75.0	
Automatic CPR Devices	C-78		18.0					18.0	
Paramedic Real-Time Data	C-79		93.5					93.5	
Defibrillators		29.0							
Toughbook Computers		58.0							
PAD Program (Defibrillators)		17.0							
PAD Vehicle Replacement		31.0							
Cornwall SDG Paramedic and Emergency Management Services		660.0	709.5	-	-	-	-	709.5	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING: GRANTS	EXTERNAL FUNDING: FINANCING	RESERVES: DEV. CHARGES	RESERVES: GAS TAX	RESERVES: SPECIFIC RESERVE	TAX BASE
2019 Council Approved Capital	660.0					660.0	-
2018 Council Approved Capital	1,052.0		435.0			617.0	
2017 Council Approved Capital	497.0					497.0	

Cornwall SDG Paramedic & Emergency Management Services

Project Name: **Ambulance Replacement**

Funding: $523,000 Land Ambulance Reserve

The fleet renewal program for ambulances is ongoing, with approximately three replaced each year. Ambulances are replaced in regular intervals in order to maintain their reliability as increased repair costs and downtime begins to occur at 54 months.

Council has approved the purchase of three ambulances and the power load system following a report to Council at its Oct 15, 2019 meeting. Council was asked to approve these purchases as it takes approximately 6 months to receive the vehicles after a purchase order has been issued. The three ambulances included in the 2020 budget submission are expected to be delivered by the Spring of 2020.

There is a cost savings when ordering early of approximately 2%.

Ambulances are gas vehicles which follow the emissions standards established for the industry. The service maintains the vehicles so that they remain as efficient as possible. There are no alternatives to gas powered vehicles at this time.

Cornwall SDG Paramedic & Emergency Management Services

Project Name: **Power Cot Replacement**

Funding: $75,000 Land Ambulance Reserve

Power cots are portable beds used to transport patients in the ambulance. These cots must meet specific regulations in the Ambulance Act. These cots are also selected because they have a hydraulic system which lifts the patient to a loading height which minimizes the weight a paramedic must lift.

As part of the Asset Management Plan three cots will be replaced in 2020. There are 14 cots in the fleet. The replacement cycle for the entire fleet of power cots is staggered over 10 years.

Cots are powered by batteries and there is no carbon footprint because the source of the electricity comes from hydroelectric dams.

Cornwall SDG Paramedic & Emergency Management Services

Project Name: **Automatic CPR devices**

Funding: $18,000 Land Ambulance Reserve

This device is attached to a person who requires Cardiopulmonary Resuscitation (CPR). These devices provide mechanical CPR, which allows for better quality chest compressions than manual chest compressions in specific circumstances.

Paramedic Services currently has four automatic CPR devices. The goal is to equip all six paramedic response vehicles (PRU's) with these devices, allowing a single paramedic can manage the entire cardiac arrest call alone, as it can perform chest compressions while a vehicle is in motion.

The cost for one automatic CPR device is approximately $18,000, which includes 3 batteries and a charging unit. The batteries are recharged using a standard 110-volt electrical outlet.

Cornwall SDG Paramedic & Emergency Management Services

Project Name: **Paramedic Real-Time Data**

Funding: $93,500 Land Ambulance Reserve

Real-Time Data (RTD) provides a live bidirectional link with Ottawa's Computer Aided Dispatch (CAD). The link allows information to flow between the dispatch center and paramedics, allowing silent dispatching of call information, location, GPS route options and populates the data directly into the paramedic electronic Patient Care Report (ePCR).

RTD technology is key to responding quicker to calls and decreasing paramedic time-on-task by importing call information into the paramedic ePCR. This increases accuracy and decreases completion times. Decreasing time-on-task returns resources to the road quicker, making them available for the next 911 call.

This project is for the purchase of hardware, software, installation and training for the RTD platform, as well the purchase and installation of wireless data transmission hubs in 14 of 20 paramedic response units.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST

FOR THE YEARS 2020 - 2029

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Cornwall SDG Paramedic and Emergency Management Services										
Ambulance Replacement	523.0	350.0	525.0	350.0	700.0	525.0	525.0	525.0	525.0	525.0
Power Cot Replacement	75.0					200.0	175.0			
Automatic CPR Devices	18.0	18.0					42.0			
Paramedic Real-Time Data	93.5									
First Response Vehicles				240.0		160.0				
Toughbook Computers		58.0		58.0	58.0	58.0			58.0	
Defibrillators		460.0						500.0		
Emergency Command Vehicle				150.0						
Pad Program (Defibrillators)		36.0	156.0	33.0	141.0	17.0		36.0		
Stair Chairs							90.0			
PAD Vehicle Replacement										
Total Capital	709.5	922.0	681.0	831.0	899.0	960.0	832.0	1,061.0	583.0	525.0

2020 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2020

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2019 GROSS BUDGET	2020 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2020 TAX BASE
				GRANTS	SDG	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
GLEN STOR DUN LODGE									
Building Requirements - Various		134.0	71.50		21.45				50.05
Passenger Elevator Hydraulic Modernization & Inground Cylinder Replacement		60.0	145.00		43.50				101.50
Resident Equipment		55.0	115.00		34.50				80.50
Flooring Replacement		100.0	100.00		30.00				70.00
Kitchen Equipment Replacement		50.0							
Glen Stor Dun Lodge Total		399.00	431.50	-	129.45	-	-	-	302.05

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	COUNTIES	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2019 Council Approved Capital	399.00		119.70				279.30
2018 Council Approved Capital	576.50		172.95				403.55
2017 Council Approved Capital	526.00		157.80				368.20

Glen Stor Dun Lodge

Project Name: Building Requirements - Various

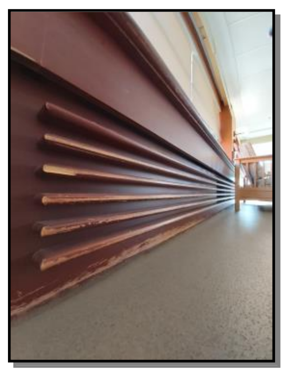
Funding: $50,050 Cornwall (Tax Base)
21,450 SDG
$71,500

The items below are part of the GSDL asset replacement program which agrees with the City's Asset Management Plan. Items identified for replacement in 2020 are:

Air Conditioning Units - Office and Nursing ($22,000)
These are original to the facility and repairs are becoming costly. Some units have been replaced in previous years.

Fan Centre Circulation ($7,500)
These blowers are situated in every common area. They work year round to circulate air as required. Original to the building, many of the motors are beyond repair. A total of 28 units have been identified for replacement in 2020 at approximately $265 each.

Mahogany Refinishing Program ($26,000)
The varnish on the mahogany wood on all floors is now showing it’s wood grain and is an infection control issue. In order to meet the Ministry of Health & Long Term Care Act, we would be required to re-varnish the mahogany on all floors.



Sink and Accessory Replacement - Year 2 of 4 ($16,000)
The sink, pipes and taps are original to the building. In the past few years, both the taps and the pipes have corroded to the point where they have become unrepairable. Within the last couple of years, the chrome/copper pipe system has been converted to an abs/pvc system. This proposed capital project will be phased-in over 4 years. Approximately 40 units will be replaced each year at an estimated cost of $400 each.

Glen Stor Dun Lodge

Project Name: Passenger Elevator Hydraulic Modernization & Inground Cylinder Replacement

Funding: $101,500 Cornwall (Tax Base)
43,500 SDG
$145,000

The GSDL has two passenger elevators as well as one service elevator. These elevators will be 26 years old this year. This project will address component modernization, which is anticipated in the next two years. This is a multi-year project that will be phased-in over the next two years with the project commencing in 2020. Each elevator replacement will be approximately $145,000.

Some of the major components of the modernization that will need to be addressed are:

a) The door operators which maintain door speed and increase the elevator reliability, provide a smoother and quieter ride while improving passenger safety.

b) The optiguard is a door protection system that uses infrared emitters and detectors to create an invisible safety net across the elevator entrance.

c) Door restrictors are components that prevent residents from opening the door when the elevator is stalled between floors. The change is to meet elevator safety codes.

d) Solid state starters eliminate power surges which reduce the impact on electrical equipment and minimize competition from electricity between lights, computers and elevators. They also prevent elevator motors from burning out by adjusting the current. Additionally, they reduce downtime, optimize motor start-up time and provide quieter operation.

This item is part of the asset replacement program which agrees with the City's Asset Management Plan.

Glen Stor Dun Lodge

Project Name: **Resident Equipment**

Funding:
$ 80,500 Cornwall (Tax Base)
34,500 SDG
$115,000

Ceiling Lifts ($30,000)
As per our lift replacement program, we have started adding additional ceiling lifts in our resident rooms. We currently have 27 out of the 120 rooms set up with this equipment. Our goal is to install ceiling tracks in every room with the capability of adding a lift mechanism to the track as needed. This project will address approximately 8 lifts.

Electric Beds ($25,000)
Similar to our lift replacement program initiated in 2017, we have begun replacing electric beds as replacement parts are becoming obsolete. We currently have 50 beds spread throughout the facility. With new Hi-Low beds estimated at $2,000 each, we are requesting that approximately 12 beds will be replaced in 2020.

Dining Room Tables ($15,000)
Ongoing purchase of adjustable tables to enhance pleasurable dining for residents that have mobility issues is needed. Current tables do not meet the needs of our residents.

Mattresses ($25,000)
For infection control purposes, stained mattresses must be discarded and replaced with new ones. As a result, we would like to purchase 25 new mattresses this year.

Floor Furnishings ($20,000)
Some of the furniture in the resident home areas is becoming unsafe for resident use and require replacement.

Glen Stor Dun Lodge

Project Name: Flooring Replacement

Funding: $ 70,000 Cornwall (Tax Base)
30,000 SDG
$100,000

Ground Floor Repairs ($25,000)
Repairs of many floor seams are required as they are lifting up and becoming a safety/tripping hazard for residents, visitors and staff.

Fourth Floor Resident Room Replacement ($75,000)
Over the past few years, replacement of the original flooring at the GSDL has been addressed. For example, the flooring in the fourth floor hallways and common areas have been replaced as well as the majority of ground floor.

This project will address the resident rooms on the fourth floor. The floor is aging and reaching the end of its useful life. New flooring in hallways and common areas was installed in 2018. The flooring is non-skid and low maintenance, which provides better infection control. The flooring is easier for our staff to maintain and requires less time for cleaning and maintenance.

This project is part of our asset replacement program which agrees with the City's Asset Management Plan.

2020 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2020 - 2029

DESCRIPTION	EXPENDITURE									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
1 **BUILDING REQUIREMENTS**										
Outdoor Furniture Replacement			25.0					20.0		
Indoor Furniture Replacement	20.0		20.0			20.0	20.0		20.0	20.0
Awning			20.0							20.0
Hot water tank replacement - Domestic							75.0			
Hot water tank replacement - Kitchen		40.0							45.0	
Hot water tank replacement - Laundry			15.0							15.0
Air Conditioning Units- Office & Nursing areas	22.0	16.5								
Backup Generator				300.0						
Air Supply Unit # 1 - Building		125.0								
Air Supply Unit # 2 - Kitchen			100.0							
Air Supply Unit # 3 - Tea Room								20.0		
Air Supply Unit # 4 - Chapel		20.0							20.0	
Fan centre circulation blowers	7.5	7.5	7.5							7.5
Fencing Work										15.0
Asphalt Paving						20.0				50.0
Sink and accessory replacement program	16.0	16.0	16.0							
2 Passenger Elevator Hydraulic Modernization	145.0	175.0								
& Inground Cylinder Replacement										
1 Passenger Elevator Hydraulic Modernization						130.0				
Lighting 4th Floor									45.0	
Lighting 3rd Floor		42.0								
Lighting 2ndFloor			42.0							
Lighting Ground Floor				42.0						
Mahogany Refinishing Program	26.0									30.0
Total Building Requirements	**236.5**	**442.0**	**245.5**	**342.0**	**0.0**	**170.0**	**95.0**	**40.0**	**130.0**	**157.5**
2 **FLOORING REPLACEMENT**										
Third Floor Resident rooms									100.0	
Ground Floor	25.0	100.0						75.0		
Common Areas			100.0		150.0	100.0	100.0			
Fourth Floor Resident rooms	75.0									
Total Flooring Replacement	**100.0**	**100.0**	**100.0**	**0.0**	**150.0**	**100.0**	**100.0**	**75.0**	**100.0**	**0.0**
3 **KITCHEN / LAUNDRY EQUIPMENT**										
Condensers for Main Kitchen Fridge & Freezers									50.0	
Dining Room Chairs, Tables & Furnishings	15.0	20.0		20.0				25.0		
Range, Oven and Open fry pot									25.0	
Servery redesign			40.0	20.0						
Other dietary equipment			25.0	45.0	50.0	30.0	45.0	25.0	25.0	25.0
Washers (Laundry)		14.0	14.0	14.0						
Dryers (Laundry)			28.0		14.0					
Air Conditioning		25.0								
Total Kitchen / Laundry Equipment	**15.0**	**59.0**	**107.0**	**99.0**	**64.0**	**30.0**	**45.0**	**50.0**	**100.0**	**25.0**
4 **RESIDENT EQUIPMENT**										
Ceiling Lifts	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	35.0
Electric Beds	25.0	25.0	25.0	25.0	25.0	25.0	25.0			
Bath Tubs						40.0	40.0	40.0		
Blanket Warmers		10.0			10.0					
Bedroom Furniture			20.0		20.0			20.0		20.0
Mattresses	25.0		25.0		25.0		25.0			25.0
Beauty Parlor Furnishings								10.0		
Total Resident Equipment	**80.0**	**65.0**	**100.0**	**55.0**	**110.0**	**95.0**	**120.0**	**100.0**	**30.0**	**80.0**
Total Capital	**431.5**	**666.0**	**552.5**	**496.0**	**324.0**	**395.0**	**360.0**	**265.0**	**360.0**	**262.5**

2020 Staffing Complement

2017 - 2020 Employee Comparison

	2017	2018	2019	2020	Change
Council					
Mayor	1.0	1.0	1.0	1.0	0.0
Council	10.0	10.0	10.0	10.0	0.0
Full Time	0.5	0.5	0.5	0.5	0.0
CAO					
Full Time	2.5	2.5	2.5	2.5	0.0
Students	0.0	0.0	0.0	0.0	0.0
Clerk's Department					
Full Time	6.0	5.0	4.0	4.0	0.0
Part-time Hours	65.0	35.0	35.0	35.0	0.0
Elections					
Election Temporary (Hours)	0.0	910.0	0.0	0.0	0.0
Human Resources					
Full Time	6.0	6.0	6.0	6.0	0.0
Students	0.0	0.0	0.0	0.0	0.0
Part-time Hours	0.0	0.0	0.0	0.0	0.0
Financial Services					
Full Time	25.0	25.0	25.0	25.0	0.0
Students	2.0	2.0	0.0	0.0	0.0
Part-time Hours	0.0	0.0	0.0	0.0	0.0
Fire Services					
Full Time	64.0	64.0	64.0	64.0	0.0
Part-time Hours	0.0	0.0	0.0	0.0	0.0

Department of Shared Services					
Social Housing					
Full Time	10.0	11.0	11.0	10.5	-0.5
Contract Position	0.0	0.0	0.0	1.0	1.0
Part-time Hours	1,274.0	1,274.0	0.0	0.0	0.0
Social Support Services					
Full Time	68.0	67.0	66.0	64.0	-2.0
Contract Position	0.0	3.5	1.5	0.0	-1.5
Students	4.0	0.0	0.0	0.0	0.0
Part-time Hours	2,369.0	2,369.0	2,182.0	700.0	-1,482.0
Glen-Stor-Dun Lodge					
Full Time	87.0	87.0	88.0	94.0	6.0
Contract Position	0.0	0.0	0.0	0.0	0.0
Part-time Hours	113,695.0	115,990.0	118,017.0	105,045.0	-12,972.0
Emergency Medical Services					
Full Time	79.0	79.0	78.0	78.0	0.0
Students	3.0	0.0	0.0	0.0	0.0
Part-time Hours	38,779.0	39,611.0	47,234.0	48,658.0	1,424.0
SUB-TOTAL					
Full Time	244.0	244.0	243.0	246.5	3.5
Contract Position	0.0	3.5	1.5	1.0	-0.5
Students	7.0	0.0	0.0	0.0	0.0
Part-time Hours	156,117.0	159,244.0	167,433.0	154,403.0	-13,030.0

2017 - 2020 Employee Comparison

	2017	2018	2019	2020	Change
Municipal Works, Infrastructure Planning and Municipal Works					
Municipal Works Division					
Municipal Works Administration					
Full Time	9.0	9.0	9.0	9.0	0.0
Part-time Hours	1,550.0	1,550.0	1,550.0	1,550.0	0.0
Parks and Landscaping					
Full Time	12.0	12.0	12.0	12.0	0.0
Contract Position	1.0	0.0	0.0	0.0	0.0
Students	1.0	1.0	1.0	1.0	0.0
Part-time Hours	11,184.0	9,090.0	5,835.0	5,945.0	110.0
Garage					
Full Time	6.0	6.0	6.0	4.0	-2.0
Part-time Hours	2,080.0	1,040.0	0.0	0.0	0.0
MW Roads Section					
Roads Summer					
Full Time	7.5	7.5	7.5	7.5	0.0
Part-time Hours	2,670.0	2,670.0	2,670.0	2,670.0	0.0
Students	0.0	0.0	0.0	0.0	0.0
Roads Winter					
Full Time	6.5	6.5	6.5	6.5	0.0
Part-time Hours	3,170.0	3,170.0	3,170.0	3,170.0	0.0
Traffic Flow					
Full Time	4.0	4.0	4.0	4.0	0.0
Students	5.0	5.0	5.0	5.0	0.0
School Crossing Guards	20.0	20.0	20.0	20.0	0.0
Part-time Hours	240.0	240.0	240.0	240.0	0.0
Transit Division					
Transit Operations					
Full Time	35.0	35.0	36.0	36.0	0.0
Part-time Hours	4,185.0	5,285.0	4,245.0	4,245.0	0.0
Transit Maintenance					
Full Time	11.5	11.5	11.5	11.5	0.0
Part-time Hours	920.0	920.0	920.0	920.0	0.0
Infrastructure Planning Division (Engineering)					
Full Time	14.5	14.5	14.5	14.5	0.0
Students	6.0	6.0	6.0	6.0	0.0
Part-time Hours	480.0	480.0	480.0	0.0	-480.0
Environmental Services Solid Waste					
Full Time	3.0	3.0	3.0	3.0	0.0
Contract	0.0	0.0	0.0	0.0	0.0
SUB-TOTAL					
Full Time	109.0	109.0	110.0	108.0	-2.0
Contract	1.0	0.0	0.0	0.0	0.0
Part-time Hours	26,479.0	24,445.0	19,110.0	18,740.0	-370.0
Students	12.0	12.0	12.0	12.0	0.0
School Crossing Guards	20.0	20.0	20.0	20.0	0.0

2017 - 2020 Employee Comparison

	2017	2018	2019	2020	Change
Department of Planning, Development & Recreation					
Economic Development					
Full Time	5.0	5.0	6.0	6.4	0.4
Contract Position Business Centre (ongoing)	1.0	1.0	1.0	1.0	0.0
Contract Position Business Centre (Part time Admin Support)	1.0	1.0	1.0	1.0	0.0
Students	2.0	2.0	2.0	2.0	0.0
Planning Department					
Full Time	5.0	5.0	5.0	5.0	0.0
Students	1.0	1.0	1.0	1.0	0.0
Parking Enforcement					
Full Time	3.0	3.0	3.0	3.0	0.0
Students	0.0	0.0	0.0	0.0	0.0
By-law Enforcement Services					
Full Time	4.0	4.0	4.0	5.5	1.5
Students	2.5	1.5	1.5	2.0	0.5
Part-time Hours	210.0	160.0	160.0	160.0	0.0
Building Services					
Full Time	10.0	10.0	10.0	8.5	-1.5
Contract Position	0.0	0.0	0.0	0.0	0.0
Students	0.5	0.5	0.5	1.0	0.5
Part-time Hours	210.0	160.0	160.0	160.0	0.0
Parks and Recreation Services					
Recreation Programming					
Full Time	13.0	13.0	13.0	13.6	0.6
Contract Position	0.0	0.0	0.0	0.0	0.0
Part-time Hours	44,441.0	44,450.0	44,103.0	46,940.0	2,837.0
Recreation Facilities					
Full Time	22.0	22.0	22.0	22.0	0.0
Part-time Hours	22,253.0	22,253.0	25,563.0	27,751.0	2,188.0
Property					
Full Time	9.5	9.5	9.5	12.5	3.0
Part-time Hours	4,600.0	5,640.0	6,680.0	6,570.0	-110.0
SUB-TOTAL					
Full Time	71.5	71.5	72.5	76.5	4.0
Contract Position	2.0	2.0	2.0	2.0	0.0
Students	6.0	5.0	5.0	6.0	1.0
Part-time Hours	71,714.0	72,663.0	76,666.0	81,581.0	4,915.0

Summary					
Mayor	1.0	1.0	1.0	1.0	0.0
Council	10.0	10.0	10.0	10.0	0.0
Full Time #	528.5	527.5	527.5	533.0	5.5
Election Temporary - # / Hours	0.0	910.0	0.0	0.0	0.0
Contract Position - # - > 1 year	2.0	5.5	3.5	3.0	-0.5
Students - #	27.0	19.0	17.0	18.0	1.0
School Crossing Guards #	20.0	20.0	20.0	20.0	0.0
Part-time Hours	254,375.0	256,387.0	263,244.0	254,759.0	-8,485.0

Note: This comparison excludes Cornwall Police Services

2020 Reserves & Reserve Funds

Reserves and Reserve Funds

The purpose of Reserves and Reserve Funds is to address long-term funding strategies and to ensure good financial and cash management for the ongoing financial stability of the Corporation. Reserves provide flexibility to manage the financial needs of the City.

Reserves and reserve funds are comprised of funds set aside for specific purposes by Council, legislation, regulation or agreement.

Reserves: Monies set aside by approval of Council and not restricted by legislation. Reserves do not receive an annual interest allocation.

Reserve Funds: Funds that have been set aside either by a bylaw of the municipality or by a requirement of provincial legislation. Municipal councils may set up reserve funds for any purpose for which they have the authority to spend money. Reserves Funds do receive an annual interest allocation.

As outlined in the City's Reserve and Reserve Fund Policy, the City has numerous reserves and reserve funds that are consolidated into four main categories:

1. Operating Reserves – these reserves are established for operational purposes and typically carry small balances outside of the working reserve, tax stabilization reserve, and the winter control reserve. Operating reserves can be used to fund items that occur that were not planned and budgeted.

2. Capital Reserves – these reserves are to be used to accumulate funds over time to replace and maintain infrastructure and to purchase capital assets (land, facilities, equipment, machinery).

3. Restricted Reserves (Municipal) – these reserve funds are for identified purposes and funded from specific revenue sources (e.g. water/sewer rates or building permits).

4. Restricted Reserves (External) – these reserve funds are for identified purposes from specific revenue sources external to the municipal corporation.

Changes to Reserves and Reserve Funds in 2020

As part of the 2020 budget, the City will create two new Restricted Reserves and combine two reserves into one capital reserve.

Social Housing Regeneration Reserve: Establish a restricted reserve (external) to set aside funds earmarked for future social housing regeneration or augmentation of units.

Landfill Closure and Post Closure Costs: Establish a restricted reserve fund to set aside funds that would be required to pay for all closure and post closure care work following the closure of the landfill site.

Waste Management Reserve: Combine the Waste Management Reserve (Operating Reserve) and the Landfill Reserve Fund (Restricted Reserve) to create a capital reserve named the Waste Management Reserve. This reserve will be used to fund capital requirements for waste diversion and waste disposal.

Financial Policy Recommendations

The prudent use of reserves and reserve funds is one way to develop strategies for long-term financial planning for capital projects in order to minimize both debt servicing costs and significant annual budget impacts by allocating costs to benefiting users over a number of years. Reserve and reserve funds also provide funding to mitigate the impact of significant increases or unforeseen issues in the rates charged to users and to fund any annual deficits.

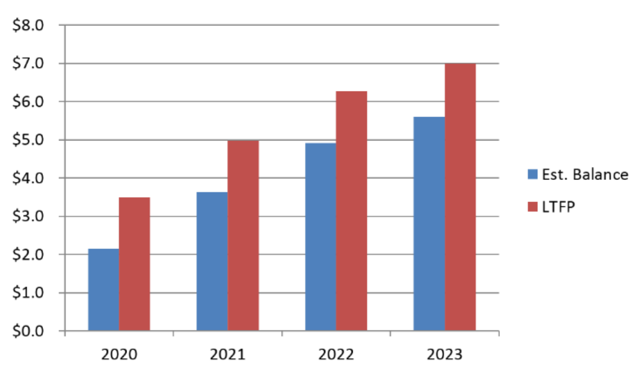
As outlined in the Executive Summary, the Long-term Financial Plan (LTFP) recommended that the City adopt the practice of contributing to reserves for life-cycle costing and that the City implement a capital levy in order to build its reserves and reserve funds. Through the 2018 budget process, the City began both initiatives. The reserves are to be managed in such a way to ensure positive reserve balances during major capital spending years.

Capital projects will require support from reserves in the first number of years of the plan, as outlined in the LTFP. In later years, by following the LTFP, regular, appropriate contributions to reserves can be used to support asset rehabilitation, the replacement of infrastructure, and unforeseen circumstances.

Reserve and Reserve Fund Balances

Operating Reserves

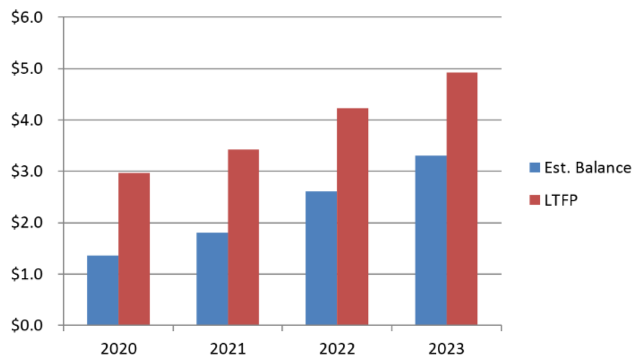
The following chart shows the four–year forecasted balance (shown in the millions) for the City's Operating Reserves compared to the LTFP.



The Working Reserve is below the LTFP target for 2020. This is primarily due to payments required to cover outstanding tax refunds related to assessment appeals. The City has committed to repay the Working Reserve over thenext several years. A contribution of$500,000 is included in the 2020 budget

Capital Reserves

The following chart shows the four–year forecasted balance (shown in the millions) for the City's Capital Reserves compared to the LTFP.

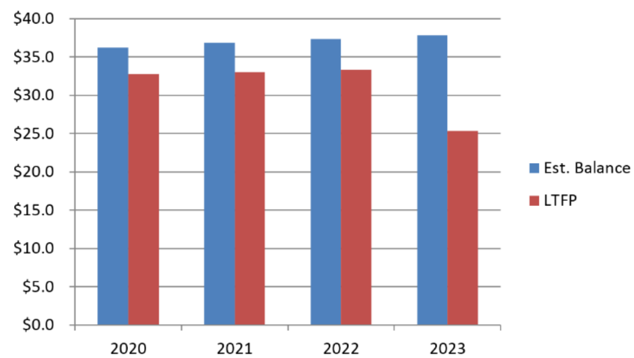


Over the next four years the Capital reserves are below the balance projected in the LTFP.

The City borrowed ($2 million) from the Land Reserve to purchase land in the Business Park. When this land sells the proceeds will be contributed to back to this reserve and the balance will be in-line with the LTFP.

Restricted Reserves (Municipal Funding)

The following chart shows the four–year forecasted balance (shown in the millions) for the City's Restricted Reserves (Municipal Funding) compared to the LTFP.



(for the purposes of this illustration the Water and Wastewater Reserves were excluded from the chart)

Council adopted changes in the HoTC and Brownfields Community Improvement Plan (CIP) whereby additional contributions will be made to their respective reserves to further support these programs.

The WSIB – Estimated Future Benefit Costs Reserve is also above the LTFP balance, though below the City's targeted balance.

The LTFP identifies contributions and disbursements for each reserve and reserve fund and applies strategies to ensure that funding will be sufficient to meet planned future obligations.

The following Reserve Schedule presents estimated reserve and reserve fund balances at January 1, 2020, contributions and disbursements to and from reserves and reserve funds during 2020, to provide estimated reserve balances at December 31, 2020.

The first page of the Reserve Schedule also provides target balances from the City's Reserve and Reserve Fund Policy and the 2020 target balance from the LTFP.

2020 ESTIMATED SUMMARY OF RESERVES
December 31, 2020

Operating Reserves	Opening Balance	Net Transactions	Balance at Dec 31/20	Targeted Balance	LTFP Balance at Dec 31/20
Working Reserves	646,895	584,335	1,231,230		2,667,419
Tax Stabilization Reserve	0	0	0		0
Winter Control Reserve	500,000	0	500,000		300,000
Health & Safety Reserve	76,022	0	76,022		76,022
Municipal Elections Reserve	45,000	45,000	90,000		90,000
Renaissance Reserve	88,826	0	88,826		88,825
Medical Recruitment Reserve	147,093	15,000	162,093		271,542
	1,503,836	**644,335**	**2,148,171**	**6,945,783**	**3,493,808**
Capital Reserves					
Equipment and Vehicles Reserve	260,942	462,800	723,742		933,601
Recreation Facilities Reserve	224,814	113,498	338,312		95,341
Municipal Buildings Reserve	767,196	647,401	1,414,597		718,200
Fire Equipment Reserve	74,321	(30,000)	44,321		103,306
Land Ambulance Reserve	413,047	(110,685)	302,362		434,071
Waste Management Reserve	487,576	68,063	555,639		422,150
Land Reserve	(2,208,417)	(51,000)	(2,259,417)		(30,600)
Road Infrastructure Reserve	323,748	(83,541)	240,207		293,013
	343,227	**1,016,536**	**1,359,763**	**4,655,002**	**2,969,082**
Restricted Reserves (Municipal Funding)					
Water Works Reserve	4,247,892	293,610	4,541,502	3,155,381	3,471,636
Wastewater Works Reserve	3,490,928	25,820	3,516,748	3,723,702	3,236,826
Building Surplus Reserve (permits)	931,513	13,680	945,193	1,294,924	100,814
CAHC Operating Reserve Fund	2,498,297	52,400	2,550,697	Not Defined	1,881,161
Brownfields Reserve	598,484	399,760	998,244	2,000,000	156,682
Landfill Closure / Post-Closure Reserve	0	0	0	1,901,717	N/A
Waterfront Development Fund	240,000	0	240,000	Not Defined	N/A
WSIB - Estimated Future Benefit Costs Reserve	2,071,086	240,150	2,311,236	3,318,228	1,834,385
Downtown Investment Reserve Fund	3,512,301	(51)	3,512,250	3,500,000	3,513,205
ODRP / Heart of City Reserve	(135,225)	72,580	(62,645)	200,000	(136,649)
Parking Reserve Fund	212,646	(61,731)	150,915	Not Defined	54,103
Progress Fund	25,652,752	123,400	25,776,152	25,000,000	25,354,859
	43,320,674	**1,159,618**	**44,480,292**		**39,467,022**
Restricted Reserves (Funded Externally)					
(a targeted reserve balance is not applicable)					
Provincial Gas Tax Reserve (Transit)	111,509	(111,509)	0		32,747
Federal Gas Tax Reserve (Infrastructure)	3,250,066	(2,059,311)	1,190,755		22,308
Development Charges Reserve	(117,053)	(239,501)	(356,554)		N/A
Social Housing Providers Reserve	1,880,086	40,980	1,921,066		1,753,989
Social Housing Regeneration Reserve	0	400,000	400,000		N/A
Social Housing Capital Reserve Fund	1,113,058	28,200	1,141,258		1,160,689
Employment Assistance Retained Surplus Reserve	641,357	(81,664)	559,693		604,353
Child Care ELCD Reserve	95,394	0	95,394		55,301
Consolidated Homelessness CHPI Reserve	39,927	0	39,927		0
Parkland Reserve Fund	186,579	(25,900)	160,679		136,606
Winter Games/Legacy Trust Fund	60,127	(1,000)	59,127		N/A
Arts & Culture Trust Fund	312,381	6,800	319,181		N/A
	7,573,431	**(2,042,905)**	**5,530,526**		**3,765,993**
TOTAL RESERVES AND RESERVE FUNDS	**52,741,168**	**777,584**	**53,518,752**		

2020 DETAIL OF RESERVES
Estimated at December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
OPERATING RESERVES				
Working Reserves	$646,895			
Comprehensive Zoning By-Law		($120,000)		
Update DC Bylaw and Create Community Benefits Bylaw		($50,000)		
Repaymnet Tax Stablelization (2020-2023)			$500,000	
EORN Repayment (2020-2023)			$28,367	
GSDL Fire Panel Replacement Repayment (2014-2023)			$18,310	
Repay Refurbished Transit Bus (2018-2020)			$18,658	
Accounting Software Payback (2020-2026)			$50,000	
Council ITT Requirements for 2022			$5,500	
Planning Department - Plans Review			$90,000	
Dual Stream Recycling - Public Spaces			$43,500	
				$1,231,230
Tax Stabilization Reserve	$0			$0
Winter Control Reserve	$500,000			$500,000
Health & Safety Reserve	$76,022			$76,022
Municipal Elections Reserve	$45,000			
2022 Election Contribution			$45,000	$90,000
Renaissance Reserve	$88,826			$88,826
Medical Recruitment Reserve	$147,093			
Budgeted Contribution			$175,000	
Medical Loan Repayments			$15,000	
Medical Scholarship		($75,000)		
Medical Resident Initiative		($50,000)		
Fund Expenditures		($50,000)		$162,093
TOTAL Operating Reserves	**$1,503,836**	**($345,000)**	**$989,335**	**$2,148,171**

2020 DETAIL OF RESERVES
Estimated at December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
CAPITAL RESERVES				
Equipment and Vehicles Reserve	$260,942			
Capital Levy - LTFP			$348,100	
Police Contribution to Reserve			$210,000	
Record Payment of MW Vehicles			$65,700	
Fire Contribution to Reserve			$35,000	
MW Contribution to Reserve			$75,000	
Fund MW Fleet		($60,000)		
Transit Bus Shelter & Bus Stop Accessibility		($11,000)		
Bus Video Survelliance System		($8,000)		
Fund Police Fleet		($192,000)		$723,742
Recreation Facilities Reserve	$224,814			
Budgeted Contribution - Aquatic Centre			$67,000	
Budgeted Contribution - Benson Centre			$67,000	
Complex Lease Payment			$194,498	
Life Cycle Costing - LTFP			$250,000	
CCC Electrical Panels		($75,000)		
CCC Compressor Ice Palnt		($40,000)		
CCC Fire Panel		($20,000)		
CCC Zamboni Laneway Repairs		($20,000)		
CCC Seats		($250,000)		
Benson Centre Ice Leveller		($60,000)		
				$338,312
Municipal Buildings Reserve	$767,196			
Contribution from Buildings			$465,823	
Contribution from Library			$75,000	
Justice Building Contribution			$146,244	
EMS HQ			$145,742	
Painting CPS Montreal Rd Station		($16,500)		
Library Elevator		($85,000)		
Fund LTD Library		($83,908)		$1,414,597
Fire Equipment Reserve (Fire Marque)	$74,321			
Fund Training and Equipment		($30,000)		$44,321
Land Ambulance Reserve	$413,047			
Transfer Amortization			$695,247	
Replacement Ambulances		($523,000)		
Power Cots		($75,000)		
Automatic CPR Devices		($18,000)		
Paramedic Real-Time Data		($93,500)		
Prinicpal on LTD		($96,432)		$302,362
Waste Management Reserve	$487,576			
Contribution to Reserve			$87,833	
Diversion Facilities - Recycling Centre Upgrades		($30,000)		
Interest Earned			$10,230	$555,639
Land Reserve	($2,208,417)			
Interest Paid on Business Park Land Purchase Loan		($51,000)		($2,259,417)
Road Infrastructure Reserve	$323,748			
Marleau Properties Rental Surplus/(Deficit)			$44,959	
Bi Annual Structure Inspections			$15,000	
Lighting Maintenance			$50,000	
Budgeted Contribution			$100,000	
Asset Management Plan		($50,000)		
Marleau Ave. Widening Stage 2		($168,500)		
Subdivision Manual Update		($75,000)		$240,207
TOTAL Capital Reserves	**$343,227**	**($2,131,840)**	**$3,148,376**	**$1,359,763**

2020 DETAIL OF RESERVES
Estimated at December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Municipal Funding)				
Water Works Reserve	$4,247,892			
Budgeted Contribution			$250,000	
Asset Management Plan		($50,000)		
Estimated Interest			$93,610	$4,541,502
Wastewater Works Reserve	$3,490,928			
Estimated Interest			$75,820	
Asset Management Plan		($50,000)		$3,516,748
Building Surplus Reserve (permits)	$931,513			
Estimated Interest			$13,680	$945,193
CAHC Operating Reserve Fund	$2,498,297			
Estimated Interest- on loan to Land Reserve			$25,500	
Estimated Interest			$15,400	
Receivable from Loan - Mortgage 1			$11,500	$2,550,697
Brownfields Reserve	$598,484			
Fund Brownfields Programs		($13,300)		
Budgeted Contribution			$400,000	
Estimated Interest			$13,060	$998,244
Landfill Closure / Post-Closure Reserve	$0			$0
Waterfront Development Fund	$240,000			$240,000
WSIB-Est Future Benefit Costs Reserve	$2,071,086			
Contribution			$195,000	
Estimated Interest			$45,150	$2,311,236
Downtown Reserve Investment Fund	$3,512,301			
Estimated Interest- CAHC 2nd Mortgage			$20,200	
Estimated Interest- CAHC 1st Mortgage			$4,900	
Estimated Income from Investment			$43,099	
Estimated Interest Earned not Paid			$12,250	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve		($25,100)		
Record Investment interest transferred to HoTC		($55,400)		$3,512,250
ODRP / Heart of City Reserve	($135,225)			
Capital Outlay			$32,250	
Estimated Interest- CAHC 2nd Mortgage			$4,900	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve			$20,200	
Tax Incentive Grant - Non-refundable			$89,830	
Investment Interest			$55,400	
Loan Forgiveness		($40,000)		
Fund HOTC Programs		($90,000)		($62,645)
Parking Reserve Fund	$212,646			
Fund Operating		($66,331)		
Estimated Interest			$4,600	$150,915
Progress Fund	$25,652,752			
Benson Centre Debt Payments		($493,600)		
Estimated Interest			$617,000	$25,776,152
TOTAL Restricted Reserves (Municipal Funding)	**$43,320,674**	**($883,731)**	**$2,043,349**	**$44,480,292**

2020 DETAIL OF RESERVES
Estimated at December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Funded Externally)				
Provincial Gas Tax Reserve (Transit)	$111,509			
Gas Tax Funding			$622,000	
Fund Transit Operating Expenses		($327,030)		
2014 Handi Transit Buses (Long Term Debt)		($49,679)		
2015/2016 Conventional Buses (Long Term Debt)		($78,589)		
2016/2017 Handi Transit Buses (Long Term Debt)		($48,084)		
2017 Conventional Buses (Long Term Debt)		($108,227)		
2018 Transit Fleet		($121,900)		
Estimated Interest			$0	$0
Federal Gas Tax Reserve (Infrastructure)	$3,250,066			
Gas Tax Funding			$2,826,669	
Asphalt Resurfacing		($2,910,000)		
Boals Drain Culvert Replacement		($400,000)		
Bicycle Infrastructure		($420,000)		
Active Transportation - Sidewalks		($340,000)		
Traffic Signal Upgrade		($300,000)		
Big Ben Snow Making Equipment		($75,000)		
CCC Parking Lot Lighting Replacements		($200,000)		
Marina Fuel Tanks		($125,000)		
Benson Centre Playstructure		($100,000)		
Bicycle Path Asphalt - Bicycle Infrastructure		($50,000)		
Estimated Interest			$34,020	$1,190,755
Development Charges Reserve	($117,053)			
Estimated Development Charges			$800,000	
Marleau Ave. Widening Stage 2		($131,500)		
Garage and Multi-Purpose Building		($77,781)		
Library Master Plan		($33,750)		
Fire Headquarters and Training Centre		($278,400)		
New Watermain - System Growth		($550,000)		
Estimated Interest			$31,930	($356,554)
Social Housing Providers Reserve	$1,880,086			
Estimated Interest			$40,980	$1,921,066
Social Housing Regeneration Reserve	$0			
Budgeted Contribution			$400,000	$400,000
Social Housing Capital Reserve Fund	$1,113,058			
Estimated Interest			$2,700	
Estimated Intereston Loan to Land Reserve			$25,500	$1,141,258
Employment Assistance Retained Surplus Reserve	$641,357			
Fund Operating		($81,664)		$559,693
Child Care ELCD Reserve	$95,394			$95,394
Consolidated Homelessness CHPI Reserve	$39,927			$39,927
Parkland Reserve Fund	$186,579			
Estimated Interest			$4,100	
Playground Structure		($30,000)		$160,679
Winter Games/Legacy Trust Fund	$60,127			
Legacy Awards (Plaques)		($300)		
Legacy Awards		($2,000)		
Estimated Interest			$1,300	$59,127
Arts & Culture Trust Fund	$312,381			
Estimated Interest			$6,800	$319,181
TOTAL Restricted Reserves (Funded Externally)	**$7,573,431**	**($6,838,904)**	**$4,795,999**	**$5,530,526**

2020 COMMUNITY PARTNERS

Community Partners

The City supports many organizations who provide programs and services to our community. Funding support for Community Partners are local initiatives where Agreements/ Memorandums of Understanding are in place.

Community Partners

Funding for the Eastern Ontario Health Unit (EOHU) and the Raisin Region Conservation Authority (RRCA) is regulated through the province. The EOHU submitted a budget increase of $67,477 (9%) when compared to 2019. The RRCA submitted a budget increase of $28,934 (5.69%) when compared to 2019.

The Cornwall Regional Airport budget is included in the 2020 budget submission at $103,049, an increase of $18,049 or 21.23% when compared to 2019.

The 2020 budget continues to support the Eastern Ontario Regional Network's broadband internet access project and the cell gap and capacity project. The City's commitment is $54,225 per year to 2026.

St. Lawrence College (SLC) has informed Aultsville Theatre and the City that it is no longer able to financially support the Theatre as it is not part of the College's mandate. SLC continues to provide space to Aultsville Theatre at cost recovery. The effect on the 2020 budget is an increase of $30,000 or 30.9% in the municipal share. The budget for Aultsville Theatre is included as part of the budget for Recreation Services.

The Memorandum of Understanding with the Historical Society is currently being reviewed. For the 2020 budget, the City has included the same amount as was budgeted in 2019 ($70,000). Other commitments include $30,000 per year to the Heart of the City, $5,475 to Heritage Cornwall, and $50,000 per year for the Cornwall Innovation Centre (2018-2028).

Last year was the final year of the $100,000 annual commitment to SLC to support the SLC revitalization project and an endowment fund that was approved by Council and commenced 2010.

The following chart provides past approved budgets for Community Partners and the 2020 budget submission.

Community Partners	2017 Approved	2018 Approved	2019 Approved	2020 Submission
Eastern Ontario Health Unit (EOHU)	$745,233	$734,962	$749,661	$817,138
Raisin Region Conservation Authority (RRCA)	$480,603	$492,489	$508,666	$537,600
Cornwall Regional Airport	$98,558	$98,558	$85,000	$103,049
Heart of the City	$30,000	$30,000	$30,000	$30,000
Eastern Ontario Regional Network (EORN)	$25,858	$25,858	$25,858	$54,225
Heritage Cornwall	$9,630	$10,615	$6,360	$5,475
Aultsville Theatre	$97,000	$97,000	$97,000	$127,000
SD&G Historical Society	$100,000	$70,000	$70,000	$70,000
Cornwall Innovation Centre (CIC)		$50,000	$50,000	$50,000
St Lawrence College (SLC)	$100,000	$100,000	$100,000	$0
Total	$1,686,882	$1,709,482	$1,722,545	$1,794,487

Cornwall Public Library

Each year, much like City departments, the Cornwall Public Library submits its operating and capital budgets to the City, so it is included for consideration with the City's annual budget.

Overall, the Library's 2020 budget submission increased by $37,805 or 1.69% when compared to 2019. The Library's budget is detailed on page P-4.

Municipal Grants Program

At its meeting of September 23, 2019, Council approved a motion to establish a working group to review and provide recommendations to Council regarding the City's Municipal Grants Program.

The working group, comprised of Councillors McIntosh, Bennett and Hollingsworth and Mark Boileau, General Manager, Planning, Development and Recreation, Tracey Bailey, General Manager, Financial Services and Cindy Delgreco, Financial and Risk Management Coordinator have met on several occasions.

Understanding that the City is committed to providing modest assistance to community organizations and volunteer groups, funding has been included in the 2020 budget to support qualifying organizations through an application process that is independent of the budget process.

A recommendation as it pertains to a Municipal Grants Program for the City is planned to be included on Council's agenda at its meeting of January 27, 2020.

Operating and Capital Financial Summary

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$0	$0	$0	$0	$0	0.00%
Purchase of Goods	$0	$0	$0	$0	$0	0.00%
Services and Rents	$0	$0	$0	$0	$0	0.00%
Financing LTD Principal & Interest	$34,319	$94,380	$102,958	$102,958	$0	0.00%
Financial and Transfers	$4,108,005	$4,153,016	$4,248,553	$4,432,050	$485,502	11.43%
Subtotal	**$4,142,324**	**$4,247,396**	**$4,351,511**	**$4,535,008**	**$183,497**	**4.22%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$30,000	$15,000	$25,000	$48,750	$23,750	95.00%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$115,801	$176,761	$166,188	$168,908	$2,720	1.64%
Subtotal	**$145,801**	**$191,761**	**$191,188**	**$217,658**	**$26,470**	**13.85%**
NET OPERATING COST (TAXATION)	**$3,996,523**	**$4,055,635**	**$4,160,323**	**$4,317,350**	**$157,027**	**3.77%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$3,996,523**	**$4,055,635**	**$4,160,323**	**$4,317,350**	**$157,027**	**3.77%**

	2018 Actuals	2019 Actuals Nov (Not Final)	2019 Budget	2020 Submission	$ Change	% Change
CONTRACTUAL						
Cornwall Public Library - Operating	$2,090,344	$1,954,596	$2,132,288	$2,190,093	$57,805	2.71%
Cornwall Public Library - Net Capital	$100,000	$100,000	$100,000	$80,000	($20,000)	(20.00%)
Cornwall Public Library - Net Financing LTD	$34,319	$94,380	$102,958	$102,958	$0	0.00%
S.D. & G. Historical Society	$70,000	$70,000	$70,000	$70,000	$0	0.00%
Cornwall & Regional Airport	$85,383	$43,025	$85,000	$103,049	$18,049	21.23%
Eastern Ontario Health Unit	$715,734	$681,247	$749,661	$817,138	$67,477	9.00%
Heritage Cornwall	$5,715	$5,640	$6,360	$5,475	($885)	(13.92%)
Raisin Region Conservation Authority	$492,489	$480,841	$508,666	$537,600	$28,934	5.69%
Heart of the City	$30,000	$30,000	$30,000	$30,000	$0	0.00%
Medical Recruitment / Scholarship	$50,000	$273,408	$100,000	$175,000	$75,000	75.00%
St. Lawrence College	$100,000	$100,000	$100,000	$0	($100,000)	(100.00%)
Eastern Ontario Regional Network	$25,858	$25,858	$25,858	$25,858	$0	0.00%
Cornwall Innovation Centre	$50,000	$50,000	$50,000	$50,000	$0	0.00%
Your Arts Council - Council Approved Funding	$0	$15,000	$0	$0	$0	0.00%
BMX Club - Council Approved Funding	$0	$15,000	$0	$0	$0	0.00%
TOTAL CONTRACTUAL	**$3,849,842**	**$3,938,995**	**$4,060,791**	**$4,187,171**	**$126,380**	**3.11%**
Payback to Working Reserves (EORN)	**$0**	**$0**	**$0**	**$28,367**	**$28,367**	**100.00%**
Building Reserve - Net	**$30,681**	**$5,920**	**($11,188)**	**($8,908)**	**$2,280**	**(20.38%)**
Municipal Grants Program	**$116,000**	**$110,720**	**$110,720**	**$110,720**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$3,996,523**	**$4,055,635**	**$4,160,323**	**$4,317,350**	**$157,027**	**3.77%**

CORNWALL PUBLIC LIBRARY 2020 BUDGET SUBMISSION

REVENUE	2018 BUDGET	2019 BUDGET	2019 FYE	2020 BUDGET	VARIANCE 2020-2019
CITY OF CORNWALL OPERATING	2,090,344	2,132,288	2,132,288	2,190,093	2.71%
DEVELOPMENT CHARGES	0	0	0	33,750	100.00%
CITY OF CORNWALL TOTAL	**$2,090,344**	**$2,132,288**	**$2,132,288**	**$2,223,843**	4.29%
PROVINCIAL OPERATING GRANT	92,828	92,828	92,828	92,828	0.00%
SP. PROJECTS/ DONATIONS/GRANTS	15,800	7,000	6,238	9,200	31.43%
PHOTOCOPY/PRINTING/RENTALS	32,000	25,020	25,110	23,500	-6.08%
FINES/FEES/REPLACEMENT COSTS	28,500	18,500	16,632	19,400	4.86%
APPROPRIATION FROM RESERVES	0	0	0	0	0.00%
SUNDRY	0	0	0	2,500	100.00%
TOTAL OPERATING REVENUE	**$2,259,472**	**$2,275,636**	**$2,273,096**	**$2,368,771**	4.09%
EXPENDITURES					
SALARIES	1,269,671	1,288,294	1,277,073	1,306,060	1.38%
BENEFITS	324,664	335,177	326,154	330,351	-1.44%
ADMINISTRATION	59,312	59,330	86,334	59,620	0.49%
BUILDING MAINTENANCE	113,175	117,500	106,439	139,500	18.72%
UTILITIES	138,000	124,500	114,235	119,000	-4.42%
LIBRARY MATERIALS	228,350	225,000	224,892	236,190	4.97%
SPECIAL PROJECTS / GRANTS	15,800	7,000	6,942	59,200	745.71%
LIBRARY SUPPLIES AND SERVICES	73,700	79,000	77,943	80,750	2.22%
PROFESSIONAL DEVELOPMENT	14,500	15,800	15,794	18,000	13.92%
PROMOTION AND PROGRAMS	8,000	17,000	15,794	17,600	3.53%
PHOTOCOPYING/PRINTING PUBLIC	3,500	7,035	7,057	5,000	-28.93%
TOTAL OPERATING EXPENDITURES	**$2,248,672**	**$2,275,636**	**$2,258,657**	**$2,371,271**	**4.20%**
NET OPERATING EXPENDITURES	**$0**	**$0**	**$14,439**	**$0**	
CAPITAL					
FINANCING	0	0	0	0	0.00%
RESERVES (CITY)	0	85,000	0	85,000	0.00%
CITY OF CORNWALL CAPITAL FUNDING	100,000	100,000	100,000	80,000	-20.00%
CAPITAL	100,000	185,000	100,000	165,000	-10.81%
NET CAPITAL AND OPERATING	**2,348,672**	**2,460,636**	**2,340,516**	**2,533,771**	**2.97%**

ITEMIZED CAPITAL EXPENDITURES	
Repair front stairs	$30,000
Carpet Replacement	$30,000
Frieght Elevator Upgrade (yr 2)	$85,000
Partition Wall	$20,000
Total	**$165,000**

City of Cornwall

	2019	2020	$ Change	% Change
Net Operating	2,132,288	2,223,843	91,555	4.29%
Net Capital	185,000	165,000	-20,000	-10.81%
Total	2,317,288	2,388,843	71,555	3.09%
From Reserves	-85,000	-85,000	0	0.00%
Dev. Charges	0	-33,750	-33,750	100.00%
Tax Base	2,232,288	2,270,093	37,805	1.69%