



# 2022 BUDGET SUBMISSION

DRAFT OPERATING AND CAPITAL BUDGETS



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# 2022

## BUDGET SUBMISSION

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# City of Cornwall – 2022 Operating and Capital Budget

All municipalities are mandated through the Municipal Act to prepare a balanced budget annually. The budget serves an 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 overall budget is comprised of two main components – the Operating Budget and the Capital Budget.

City Council expresses the community's priorities for municipal services and infrastructure as well as the City's legislated requirements through the City's annual budget. It considers the need for services and infrastructure alongside the responsibility to preserve the long-term financial health of the City. The budget is essential to the management of a municipality.

At the centre of all these decisions are the residents and businesses – and the level of property taxes needed to support the community. The 2022 budget reflects an effort to maintain existing service levels in the context of the financial pressures associated with the COVID-19 pandemic, while respecting the ability of residents and businesses to pay for municipal services and infrastructure.

City staff are responsible for overseeing numerous programs and services that keep the City running every day. The Municipality has over 700 full-time employees supported by a part-time complement who provide a wide range of services and programs.

Services/programs include:

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

The 2022 budget is planned as a normal budget year with no reductions to revenue or increases in expenses due to the COVID-19 pandemic. The City will continue to face many financial pressures related to the pandemic in 2022, including the loss of revenue from transit operations and recreation user fees, as well as increased costs for personal protective equipment (PPE), cleaning supplies, screening, and minor renovations to support physical distancing. The City will use its unspent Safe Restart Agreement (SRA) funding to offset any variances. There has been no further announcements regarding additional relief funding for municipalities in 2022. Staff will continue to monitor the budget compared to actuals in order to mitigate any major variances.



Financial stability of the City 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.

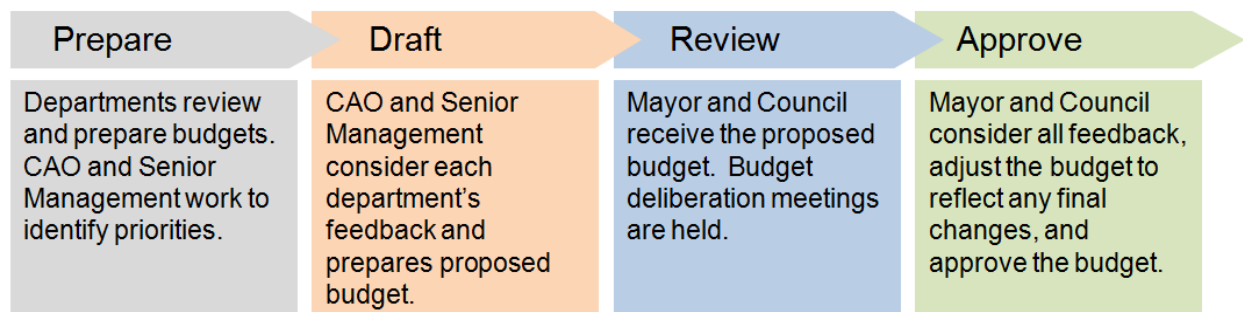
## 2022 Budget Process Overview

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 2022 budget.

Programs and services are reviewed on a regular basis to ensure the budget considers changes in the community's needs and incorporates innovations in service delivery.

The budget process provides an avenue to prioritize and balance the allocation of available resources to achieve Council's Strategic Plan, the various master plans' targets and priorities, and ultimately deliver services to the community.

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



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* outline 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.

# Operating Budget

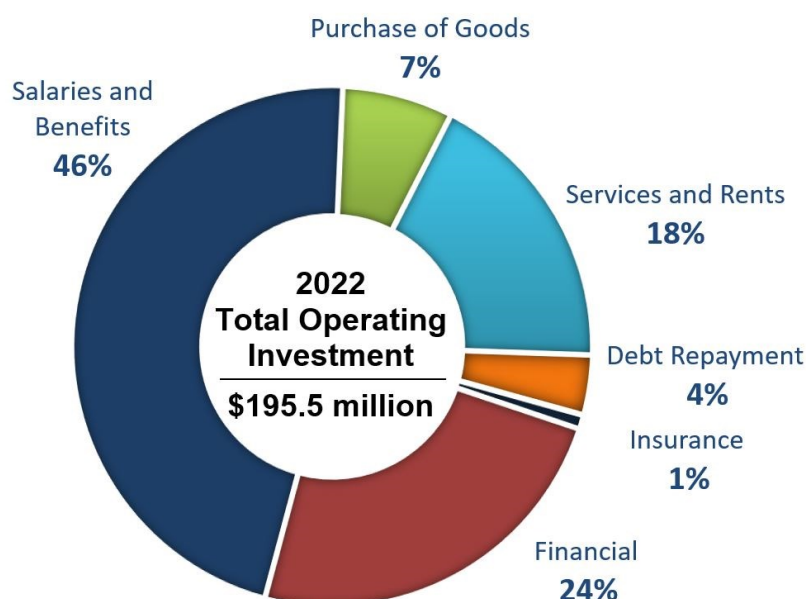
The operating budget provides resources for the day-to-day costs of delivering municipal programs and services to residents; including, programs and services in diverse sectors such as transit, policing, fire services, social and family services, waste collection and recycling, paramedic services, leisure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

## Operating Expenditures

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

Major components of the operating budget are summarized in the following expenditure categories.

- ❑ Salaries and Benefits \$90.9M
- ❑ Purchase of Goods \$13.5M
- ❑ Services and Rents \$35.1M
- ❑ Debt Repayment \$7.2M
- ❑ Insurance \$1.8M
- ❑ Financial \$47.0M



### Salaries and Benefits

Salaries and benefits is the largest component of total operating expenditures at approximately 46% of the City's operating budget. The 2022 budget includes \$90,920,426 for salaries and benefits, an increase of \$7,953,295 or 9.59%.

Salary and benefit increases represent incremental and contractual obligations. The following chart is a comparison of staffing changes compared to 2021.

| 2021 - 2022 Employee Comparison |           |           |          |
|---------------------------------|-----------|-----------|----------|
|                                 | 2021      | 2022      | Change   |
| Mayor                           | 1.0       | 1.0       | -        |
| Council                         | 10.0      | 10.0      | -        |
| Full Time                       | 580.5     | 604.8     | 24.3     |
| Part-time Hours                 | 239,550.0 | 251,541.0 | 11,991.0 |
| Contract Positions              | 4.0       | 5.0       | 1.0      |
| School Crossing Guards          | 20.0      | 20.0      | -        |
| Students                        | 5.0       | 7.0       | 2.0      |
| Election Temporary - Hours      | -         | 283.0     | 283.0    |

Included in the 2022 budget is an increase to the full-time equivalent complement of 24.3 and 11,991 part-time hours. For the most part, changes to the City's staffing complement stem from two departments, the Glen Stor Dun Lodge (GSDL) and Paramedic Services.

The GSDL is increasing its full-time complement by 12 staff and its part-time hours by 5,347. The hiring of RNs, RPNs, and PSWs aligns with the province's commitment to provide an average of 4 hours of daily direct care per resident each day by March 31, 2025. The province is providing funding (\$1.1 million) to support this initiative.

Paramedic Services is increasing its full-time complement by 13.6 and its part-time hours by 7,344. The 2022 budget submission reflects an increase in front-line staffing for Paramedics, Logistics, and the Community Paramedicine (CP) Program. Additional staffing is needed to address a consistent increase in call volume, call duration, complexity, and new programming. The increase (\$963,520) in the CP Program is funded 100% by the province.

The inclusion of Housing Services (formerly Cornwall and Area Housing Corporation (CAHC)) which was part of Financial and Transfers represents \$2,383,042 of this increase. Also included in the 2022 budget is 283 temporary hours to support the 2022 Municipal Election. The 2022 Municipal Election, which will be held Monday, October 24, 2022, is coordinated by the Clerk's Office.

A detailed staffing comparison can be found in Appendix D: Staffing Complement of the budget book. Any staffing changes are noted as part of each department's commentary.

#### Purchase of Goods

Purchase of goods is budgeted at \$13,466,611, an increase of \$2,839,150 or 26.72% when compared to the 2021 budget. The inclusion of Housing Services which was a part of Financial and Transfers in prior years represents \$2,613,830 of this increase.

Purchase of goods includes fuel, utilities (electricity, water, natural gas), computer hardware and software, building and road materials, supplies, parts, and equipment.

Fuel (gasoline/diesel): The City purchases approximately 1.46 million litres of fuel (721 thousand litres in gasoline and 734 thousand litres in diesel) in a year. The City is budgeting \$1.10 per litre in 2022 (\$1.00 per litre in 2021). The budget for fuel in 2022 is \$1.60 million (2021: \$1.46 million).

Purchases of goods have been reviewed and adjusted by departmental staff based on a three-year average and/or trends using an inflation factor where appropriate. Any budget variances are noted as part of each department's commentary.

#### Services and Rents

Services and Rents are budgeted at \$35,150,161, an increase of \$2,953,998 or 9.18% when compared to the 2021 budget. The inclusion of Housing Services which was a part of Financial and Transfers in prior years represents \$1,718,125 of this increase.

Services and Rents include contracted services, city equipment rental, lease agreements, repairs and maintenance contracts, training, legal, advertising, marketing and promotions, postage and shipping, and subscriptions and memberships.

Services and Rents have been reviewed and adjusted by departmental staff based on a 3-year average and/or trends using an inflation factor where appropriate. Contracted services is based on existing contracts and historical trends. Any budget variances are noted as part of each department's commentary.

### Debt repayment

Expenditures for debt repayments of previously issued debt represent 4% of the operating budget. The City is budgeting \$7,192,259 for debt payments (principal and interest), an increase of \$1,774,399 or 32.75% (\$843,069 for Housing Services). These repayments are for a fixed amount and term, and it is not within Council's ability to adjust during the yearly budget-setting process.

Further information regarding the City's current debt and debt capacity is provided in the Long-Term Debt section of this Executive Summary, as well as Appendix C.

### Insurance

Insurance is budgeted at \$1,779,372, an increase of \$596,412 or 50.42% when compared to the 2021 budget. The increase is due to two factors: a correction in the insurance industry (\$242,700 or 20.5%), as well as the inclusion of Housing Services (\$353,712) which was included as part of Financial and Transfers in prior years.

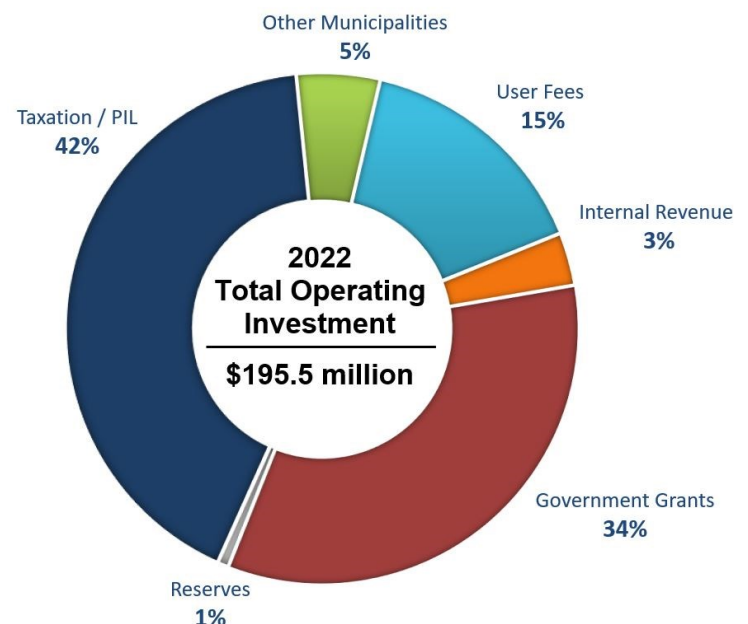
### Financial and Transfers

Financial and Transfers is budgeted at \$46,982,632, an increase of \$903,344 or 1.96% when compared to the 2021 budget. The items budgeted under the Financial component of the operating budget are mostly transfer payments for Housing Services and Community Partners, tax write-offs, contribution to reserves, and the payment the City makes to MPAC for assessment services.

## How the Operating Budget is Funded

Budgeting for revenues is generally more challenging than budgeting expenditures, as most revenues are tied to external factors. The City budgets revenue on a 3-year average and/or trends.

- ❑ Taxation/Payments in Lieu \$82.4M
- ❑ Government Grants \$66.5M
- ❑ User Fees \$28.2M
- ❑ Other Municipalities \$10.4M
- ❑ Internal Revenue \$6.6M
- ❑ Reserves \$1.4M





## Taxation/Payments in Lieu (PIL)

The largest portion of City funding comes from taxation. Municipalities in Canada generally rely on property taxes as their major source of revenue. The City's property tax revenue accounts for about \$82.4 million or 42% of the City's total operating budget.

The budget for Taxation includes property taxes (all classes), payments in lieu of taxes, supplementary taxes, and taxation related to growth.

MPAC completed the last province-wide reassessment in 2016 for the taxation years 2017, 2018, 2019 and 2020. The increases in the property assessments were phased-in over these four years, with 2020 being the final year of the 4-year phase-in. In response to the COVID-19 pandemic, the Ontario Government has indicated that, like 2021, property assessments for the 2022 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.

The following chart compares the 2022 assessment to the 2021 assessment by property class.

| Property Classes        | 2021<br>Assessment     | 2022<br>Assessment     | \$ Change           | % of Total 2021 | % of Total 2022 |
|-------------------------|------------------------|------------------------|---------------------|-----------------|-----------------|
| Residential             | \$2,805,019,409        | \$2,830,518,500        | \$25,499,091        | 70.50%          | 70.49%          |
| Multi-Res               | \$185,900,400          | \$189,469,400          | \$3,569,000         | 4.67%           | 4.72%           |
| Commercial              | \$878,499,663          | \$887,345,272          | \$8,845,609         | 22.08%          | 22.10%          |
| Landfill                | \$556,100              | \$556,100              | \$0                 | 0.01%           | 0.01%           |
| Industrial              | \$86,309,300           | \$85,755,100           | -\$554,200          | 2.18%           | 2.13%           |
| Pipeline                | \$12,290,000           | \$12,436,000           | \$146,000           | 0.31%           | 0.31%           |
| Farm                    | \$9,949,600            | \$9,531,600            | -\$418,000          | 0.25%           | 0.24%           |
| <b>Total Assessment</b> | <b>\$3,978,524,472</b> | <b>\$4,015,611,972</b> | <b>\$37,087,500</b> | <b>100.00%</b>  | <b>100.00%</b>  |

The following chart provides a breakdown of taxes by property class based on the change in property assessments, including an estimation for growth at \$298,000.

| Property Classes   | 2021 Taxes          | 2022 Taxes          | \$ Change          | % of Total 2021 | % of Total 2022 |
|--------------------|---------------------|---------------------|--------------------|-----------------|-----------------|
| Residential        | \$42,638,651        | \$44,419,008        | \$1,780,357        | 54.95%          | 55.06%          |
| Multi-Res          | \$5,638,396         | \$5,730,678         | \$92,282           | 7.27%           | 7.10%           |
| Commercial         | \$25,676,136        | \$26,765,067        | \$1,088,931        | 33.09%          | 33.18%          |
| Landfill           | \$14,857            | \$15,333            | \$476              | 0.02%           | 0.02%           |
| Industrial         | \$3,297,894         | \$3,403,435         | \$105,541          | 4.25%           | 4.22%           |
| Pipeline           | \$284,456           | \$297,051           | \$12,595           | 0.37%           | 0.37%           |
| Farm               | \$37,834            | \$37,405            | -\$429             | 0.05%           | 0.05%           |
| <b>Total Taxes</b> | <b>\$77,588,224</b> | <b>\$80,667,977</b> | <b>\$3,079,753</b> | <b>100.00%</b>  | <b>100.00%</b>  |

As presented in the charts above, the City's assessment base grew by \$37.1 million. The City is not seeing a substantial shift in property taxes between classes.

### Multi-Residential Class

Rental apartment buildings are one of the most affordable forms of accommodation, yet these buildings are subject to a higher tax rate than the residential class. In 2018, pursuant to Ontario Regulation 65/17, the City has been decreasing its multi-residential ratio. O. Reg. 65/17 prescribes a maximum ratio threshold of 2.0 for the multi-residential property class. Municipalities with a ratio set higher than 2.0 are subject to a full levy restriction and cannot increase their current multi-residential class ratio.

As prescribed by the Regulation, annually, the City has been decreasing its multi-residential ratio. Since 2018, taxes have been levied for the Multi-Residential class based on the following ratios:

| Year | Ratio    |
|------|----------|
| 2017 | 2.349200 |
| 2018 | 2.221179 |
| 2019 | 2.122093 |
| 2020 | 2.050507 |
| 2021 | 1.991706 |

In 2021, the City's ratio for the multi-residential class dropped below 2.0. In order to further reduce the ratio, Administration is recommending that the City continues to freeze the municipal portion of the multi-residential tax rate. Using this strategy, the multi-residential ratio will continue to decrease supporting Council's strategic initiative for affordable housing. The result is that any tax increases or any reassessment related tax shifts are prevented in the multi-residential class. Any tax increases that would have otherwise been applied to the multi-residential class are redistributed to the other classes.

In 2017, a new Multi-Residential Tax Class was established by provincial regulation. The tax rate for the new Multi-Residential Property Tax Class is to be within the range of 1 to 1.1 times the Residential Tax Rate. The City now has one new build in this class and once complete, both the Social Housing builds on Ninth Street and Pitt Street North will also be added to this tax class. The City levies taxes for properties in the new Multi-Residential properties at the same rate as the residential class.

### Senior Government Grants

Revenue from the provincial and federal government funds approximately 34% of the City's operating budget. The 2022 budget includes \$66.5 million in grant funding, an increase of \$2,736,671 when compared to the 2021 budget.

Human Services - The Human Services department (Ontario Works, Children's Services, and Housing Services) receives funding from various ministries to support the residents of Cornwall and SDG. In Ontario, social services such as employment and income support, child care and early years programs, and social housing and homelessness services are planned and managed by municipal Service Managers. The City receives approximately \$41.1 million in provincial funding to support these services and programs.

Glen-Stor-Dun Lodge - The GSDL is estimating an overall increase of 20.60% (\$1,454,595) in provincial funding based on envelopes of funding for specific programs as well as formula-based funding based on acuity (Case Mix Index). For 2022, the GSDL will be

receiving an additional \$1.1 million for additional staffing to meet the province's initiative of 4 hours of direct care per resident.

Paramedic Services – The 2022 budget assumes an increase from the MOHLTC (50/50 funding) of \$216,540. The CP Program is funded completely by the Provincial Government and has increased \$963,520 to address hospital avoidance and contribute to the Home and Community Care initiatives. Overall, Provincial funding for Paramedic Services has increased by \$1,144,769.

Police Services - 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. Funding from MCSCS has been declining since 2020. The 2022 budget includes \$830,000 from MCSCS for Court Security funding. Provincial funding for other programs and initiatives is budgeted at \$141,158.

The Ontario Municipal Partnership Fund (OMPF) is the province's main general assistance grant to municipalities. On October 21, 2021, the Minister of Finance issued a letter to announce the program and release the 2022 OMPF allocations. For 2022, the government is maintaining the OMPF structure as it was in 2020 and 2021, while allowing for annual data updates and related grant parameter adjustments. The City receives funding from the OMPF through the Assessment Equalization Grant Component. The City will receive \$4,666,100 from the OMPF, an increase of \$145,500 when compared to the 2021 budget.

Provincial Offences Act (POA) – The United Counties of SDG is the Service Manager for POA. POA revenue has seen decreases over the last few years, but based on current trends, SDG is budgeting an increase for 2022. The City's share is budgeted at \$513,900, an increase of \$21,900 when compared to 2021.

### User Fees

Revenue from Users Fees funds approximately 15% of the City's operating budget. The 2022 budget includes \$28.2 million in fees, service charges, and miscellaneous revenue, an increase of \$8,558,441 when compared to the 2021 budget. Included in this increase is rental revenue of \$6,973,459 for Housing Services (CAHC). The budget for fees, service charges, and miscellaneous revenue also includes transit fees, recreation fees, parking fees, tipping fees, and building permits.

Included in the 2022 budget are the following fee increases. Further information can be found in the commentary section of the department's budget page.

- |                       |                                                                                |
|-----------------------|--------------------------------------------------------------------------------|
| • Child Care Services | Rate increases for Licenced Home Childcare                                     |
| • Fire Services       | MTO has increased their rates for response                                     |
| • Transit Services    | Fare increase starting May 1, 2022                                             |
| • Waste Management    | Tipping fee increase Jan 1, 2022 and Jul 1, 2022                               |
| • Planning Services   | Annual fee increases indexed with inflation                                    |
| • Planning Services   | New fees following Official Plan and Zoning By-Law Amendments                  |
| • Building Services   | Annual fee increases indexed with inflation and as outlined in By-Law 2022-006 |
| • Parking Fees        | Based on the rate structure approved by Council                                |
| • Recreation Services | Annual fee increases                                                           |

Following the approval of the 2022 budget, the Clerk's Office will bring a By-Law to Council to establish the 2022 list of Fees and Charges for the Corporation of the City of Cornwall.

This category also includes investment revenue. The 2022 budget for investment income is \$478,000, an increase of \$38,000 when compared to the 2021 budget. It is anticipated that interest rates will increase come the 3<sup>rd</sup> quarter of 2022.

### Other Municipalities

Revenue from other municipalities funds approximately 5% of the City's operating budget. The 2022 budget includes \$10.4 million, an increase of \$1,114,652 when compared to the 2021 budget.

The City receives funding from the United Counties of SDG for shared services: Human Services, GSDL, and Paramedic Services. The City also receives tipping fees from the Townships of SDG and the Mohawk Council of Akwesasne for recyclable materials received at the City Material Recovery Facility and has contracts with four Townships for fire dispatch services.

## Capital Budget

One of the City's responsibilities is to ensure municipal infrastructure meets the needs of the community and is well maintained. The capital budget funds the purchase, construction, and rehabilitation of assets to support the delivery of services to residents, businesses, and visitors.

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 (asset condition, health and safety, etc.). The City also attempts to conduct similar capital projects simultaneously to maximize the use of funding and resources and minimize public disruption.

The need for capital investments far exceeds the amount of money that's available for capital projects. The following capital projects were removed from the 2022 budget submission:

- Civic Complex – Front Steps and Patio Replacement (page 176)
- Menard Park Splashpad (page 177)
- Aquatic Centre – Parking Lot Reconstruction (page 178)
- Renovations at Various Municipal Buildings (page 179)
- Cenotaph Fencing (page 180)
- Electric Vehicle Chargers (page 181)

Included in the budget book, following the department's operating budget, is the 2022 capital submission by project and the department's 10-year capital plan. A summary of the City's 2022 Capital Budget can be found in Appendix A.

## Capital Expenditures

The 2022 capital budget includes \$20.8 million in capital works and asset replacement. This includes \$10.3 million in roads and transportation (including \$4.5 million for Lemay Street upgrades and extension and \$4 million for asphalt resurfacing), \$3.6 million investment in transit projects, \$1.1 million for Paramedic Services vehicles and equipment, over \$2.1 million for City facilities and park repairs and upgrades, and \$1 million for Housing Services (provincially mandated housing upgrades).

Related to the amalgamation of CAHC and consistent with operating budget changes, the CAHC's capital portfolio is now included in the City's capital budget and capital plan. Capital projects total just over \$1 million.

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

The following chart provides a summary of the 2022 budget submission compared to the 2021 budget by department.

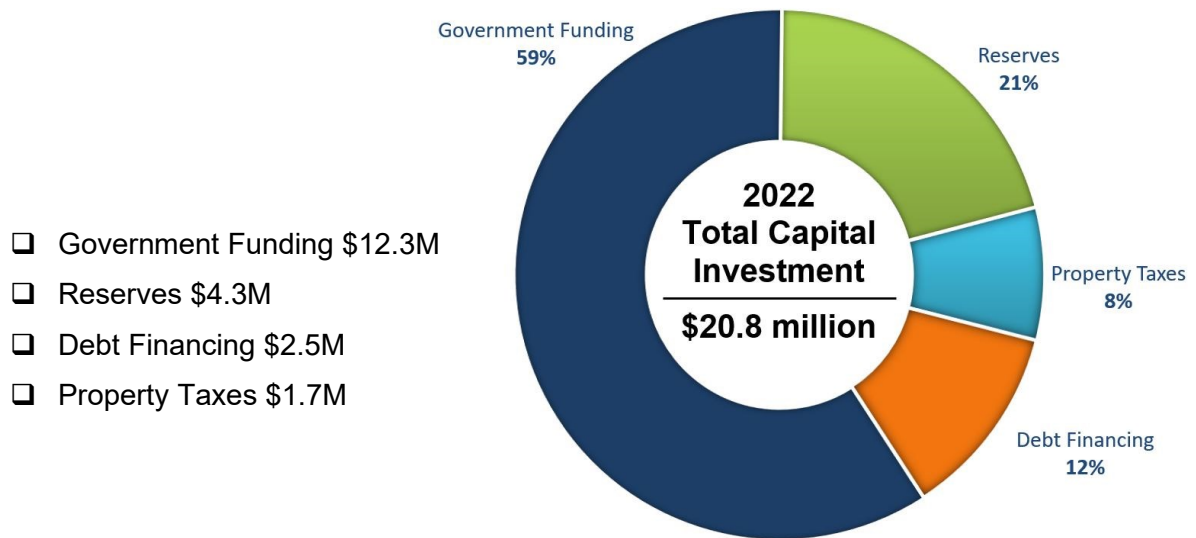
| Department               | 2021 Gross       | 2022 Gross       | FUNDING SOURCE  |               |                 |                 |          |                 |                 |
|--------------------------|------------------|------------------|-----------------|---------------|-----------------|-----------------|----------|-----------------|-----------------|
|                          | Capital          | Capital          | GRANTS          | SDG           | FINANCING       | GAS TAX         | DCs      | RESERVES        | TAXATION        |
| Financial Services       | 290.00           | 100.00           |                 |               |                 |                 |          | 100.00          |                 |
| Housing Services         | 1,039.66         | 1,039.66         |                 | 237.56        |                 |                 |          |                 | 802.10          |
| Glen Stor Dun Lodge      | 1,119.00         | 375.00           | 81.30           | 10.50         |                 |                 |          | 258.70          | 24.50           |
| Paramedic Services       | 950.00           | 1,126.00         |                 |               |                 |                 |          | 1,126.00        |                 |
| Fire Services            | 3,780.00         | 150.00           |                 |               |                 |                 |          | 150.00          |                 |
| Police Services          | 385.80           | 339.00           |                 |               |                 |                 |          | 215.00          | 124.00          |
| Municipal Works          | 16,177.00        | 1,100.00         |                 |               |                 |                 |          | 800.00          | 300.00          |
| Traffic                  | 400.00           | 450.00           |                 |               |                 | 350.00          |          | 100.00          |                 |
| Transit Services         | 2,538.30         | 3,631.20         | 2,690.73        |               | 831.40          |                 |          | 109.07          |                 |
| Infrastructure Planning  | 8,230.00         | 9,855.00         | 4,074.00        |               | 1,630.00        | 3,990.00        |          | 146.00          | 15.00           |
| Waste Management         | 400.00           | 470.00           | 50.00           |               |                 |                 |          | 370.00          | 50.00           |
| Recreation Servies       | 15.00            | 240.00           |                 |               |                 | 140.00          |          |                 | 100.00          |
| City Facilities          | 2,586.00         | 1,747.00         |                 |               |                 | 705.00          |          | 785.00          | 257.00          |
| Cornwall Public Library  | 132.60           | 150.00           |                 |               |                 |                 |          | 150.00          |                 |
| <b>Taxation Subtotal</b> | <b>38,043.36</b> | <b>20,772.86</b> | <b>6,896.03</b> | <b>248.06</b> | <b>2,461.40</b> | <b>5,185.00</b> | <b>-</b> | <b>4,309.77</b> | <b>1,672.60</b> |

\*Dollars in 000's

## How the Capital Budget is Funded

Capital budgets are supported by various funding sources. 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.





### Government Funding

Municipal governments can access infrastructure funding through a variety of grant programs. Only formally approved grant funding is included in the budget, but the budget is structured to ensure the City is in a position to respond once projects are approved or grant opportunities become available. Included in the 2022 budget is \$12.3 million in funding from the following government programs.

- Federal Gas Tax (FGT) funding is a permanent, flexible source of funding. Municipalities can bank and borrow against the funding and select how best to direct the funds. The City will receive \$2.9 million in 2022 and with \$2.9 million in the FGT Reserve, will use \$5.2 million towards 2022 capital projects. In 2022, the City will fund \$4.0 million in Infrastructure Planning, \$705,000 in City Facilities, \$350,000 in Traffic, and \$140,000 in Recreation Services.
- Investing in Canada Infrastructure Program (ICIP) is a government funding program created to support long-term economic growth and shape sustainable, inclusive communities, all while helping to establish a low-carbon economy. There are four streams of funding under ICIP, including: Public Transport; Green Infrastructure; Community, Culture, and Recreation; and Rural and Northern Communities. The City has included \$2.7 million in funding from this program in the 2022 budget to support \$3.6 million in capital projects for Transit Services. Capital projects submitted by Transit Services rely on funding from the ICIP. Projects that are contingent on ICIP funding will be put on hold until the roll out of the ICIP is finalized.
- Ontario Community Infrastructure Fund (OCIF) provides funding for small (under 100,000 population), rural and northern communities to develop and renew their infrastructure. Capital expenditures on core infrastructure (roads, bridges, water and wastewater, including sanitary and stormwater facilities) projects that are part of an asset management plan are eligible for funding. The City has received notice of its 2022 allocation of \$3.95 million. This funding will be used to fund asphalt resurfacing on various City streets.

- The GSDL will receive funding from the Ministry of Health and Long-Term Care through the Minor Capital Program (\$81,300). The funding will be used to support building requirements; such as: LED lighting upgrades, indoor furniture replacement, air conditioning unit repairs, and Personal Care Room modernization. The GSDL also receives funding from the Counties of SDG to recover their share of expenditures for capital projects.

### Debt Financing

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 funding source for projects where insufficient life-cycle costing funds are available.

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

In the 2022 budget, the City has planned to borrow \$2.46 million. This includes Transit capital at \$831,400 (transit buses and an addition to the transit garage). Capital for Transit qualifies for funding through the ICIP. The amount the City plans to borrow represents the City's share at 26.67%. The City also plans to borrow \$1,630,000 to support the Lemay Street Upgrade Phase 4 capital project. This project is budgeted at \$4.5 million. The balance of the project will be funded by Federal Gas Tax funding.

### Reserves and Reserve Funds

Following the City's Reserves and Reserve Funds Policy, the City maintains reserves for the purpose of funding capital projects. Capital reserves are established to set aside funds to help the City plan for its long-term infrastructure/asset expenditures. Capital reserve funds are generally funded through the operating budget. Following the recommendations to the City's LTFP, many of these reserves are the primary source of funding for City capital projects (construction, renovation or replacement of facilities and equipment). Included in the 2022 budget is \$4.3 million in funding to support capital projects.

### Direct Tax Support

These funds are needed on an annual basis to ensure that the City is able to deliver the capital infrastructure support for services it is currently providing to existing taxpayers. The amount of funding that comes from the tax base weighs heavily on the policies set through long-term financial planning. If a municipality is contributing to reserves for asset rehabilitation or replacement based on life-cycle costing, then the amount required from the tax base is reduced as the municipality has been saving for the asset. Life-cycle costing is a recommendation of the City's LTFP. The City makes contributions through the operating budget to capital reserves for this purpose. The 2022 budget includes \$1,672,598 from the tax base to support capital projects. This includes \$802,098 for Housing Services – CAHC projects.

## 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 Plans (AMP), departmental master 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 should be updated every five years. Financial Services has included \$55,000 in the 2022 operating budget to update the City's LTFP.

## Asset Management Planning

Asset management is an integrated set of business processes that support decision-making regarding building, operating, maintaining, renewing, replacing, and disposing of assets. The objective of asset management planning is to maximize benefits, manage risk, systematically identify and prioritize the City's investment needs, 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 is maximized, and that long-term capital plans for the rehabilitation and replacement of assets align with projected available financial resources.

Asset Management Plans form the cornerstone of an effective asset management system. The five major, generally recognized components of an AMP include:

- Current state of assets (perform an inventory and condition assessment of the system's assets);
- Defining level of service;
- Establishing lifecycle costs;
- Developing long-term funding strategies; and
- Implementation plan.

Improved municipal asset management planning is a vital step in Ontario's Municipal Infrastructure Strategy. The goals of the municipal infrastructure strategy include: making good asset management planning universal; moving toward optimal use of a full range of

infrastructure financing tools; and addressing the structural challenges facing communities. Municipalities have been required to demonstrate a progressively greater commitment to asset management in order to apply for infrastructure funding.

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

## Asset Management Planning Regulation

The Infrastructure for Jobs and Prosperity Act, 2015 (Act) in section 6(2) sets out principles for the provincial government to regulate asset management planning for municipalities. The Province of Ontario requires municipalities to prepare AMP for all infrastructure assets as defined in the Asset Management Planning for Municipal Infrastructure regulation, Ontario Regulation 588/17 (O. Reg. 588/17). The regulation consists of guidelines and minimum requirements for municipal AMP and policies in Ontario.

In accordance with the regulation, a Strategic Asset Management Policy was approved by Council in July 2019. This was the first step in a series of actions required under O. Reg. 588/17. The Policy outlines the City's corporate commitment to the adoption of the asset management principles defined in the Act. The Policy also illustrates that in addition to the regulatory requirements, asset management is critical to supporting the City's Mission, Vision, and Values.

As part of this regulation, the province has mandated phased requirements to ensure that municipalities develop AMP. Following the adoption of the Strategic Asset Management Policy, the next milestone required is the development and approval of an AMP for core assets. This date was originally set for July 1, 2021, however in March 2021, the Minister of Infrastructure announced that in recognition of the challenges facing municipalities in addressing COVID-19 impacts, deadlines would be extended by an additional year. The revised deadlines are as follows:

- Phase 2 (by July 1, 2022): AMP for core infrastructure assets which include water, wastewater and stormwater assets, roads, bridges, and culverts; within this, the plan for core assets must also include current levels of service and costs to maintain these levels.
- Phase 3 (by July 1, 2024): AMP for all municipal assets, including current levels of service and costs to maintain these levels.
- Phase 4 (by July 1, 2025): Builds on phase 3 where plans shift from current levels of service to focus on proposed levels of service and related lifecycle management and financial strategy for all assets, including consultation with the public.
- An Asset Management Policy Update (by July 1, 2025).

In April 2021, the City issued Request for Proposal (RFP) 21-P04 Asset Management Plan Update. The RFP invited proposals from qualified engineering consulting firms who would assist staff in completing the AMP for core infrastructure assets.

The contract was awarded to GM BluePlan Engineering. Staff are currently working with GM BluePlan to complete the AMP. The scope of work to be completed includes the development of an AMP that meets the legislative requirements outlined in O. Reg 588/17 for core municipal infrastructure assets, including the following components: an asset inventory and state of local infrastructure report, current and proposed levels of service, an asset lifecycle management strategy, a risk management strategy, and a financial strategy. In addition, the AMP must illustrate links between capital and operating investments, strategic priorities, and services to residents and local businesses. The AMP will be presented to Council in the Spring of 2022.

## 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.

The City has established a Reserve and Reserve Fund Policy to ensure appropriate use and to foster long-term planning of City funds.

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

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

**Reserve Funds:** Funds that have been set aside either by a By-Law 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. Reserve Funds do receive an annual interest allocation.

There are two types of reserve funds:

- **Obligatory** – required for legislated purposes, (i.e. Development Charge Reserve Funds, Federal Gas Tax Reserve).
- **Discretionary** – established for specific purposes (i.e. Parking Reserve Fund, Progress Fund).

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 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).

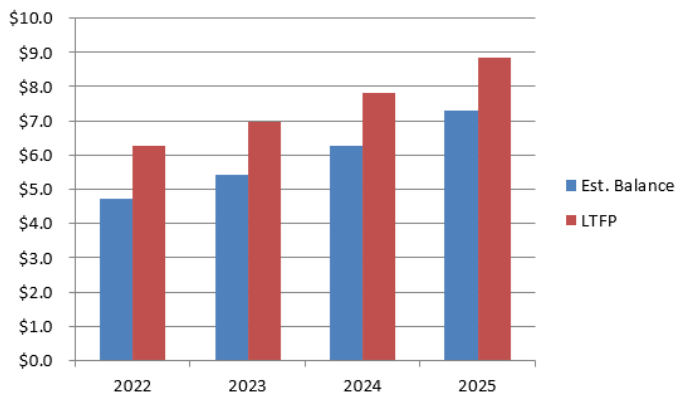
3. Restricted Reserves (Municipal) – these reserve funds are for identified purposes and funded from specific revenue sources (e.g. Building Surplus Reserve).
4. Restricted Reserves (External) – these reserve funds are for identified purposes from specific revenue sources external to the municipal corporation.

## Reserve and Reserve Fund Balances

Long-term financial planning applies strategies, identifying contributions to and disbursements from each reserve and reserve fund, to ensure that funding will be sufficient to meet planned future obligations.

### 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.

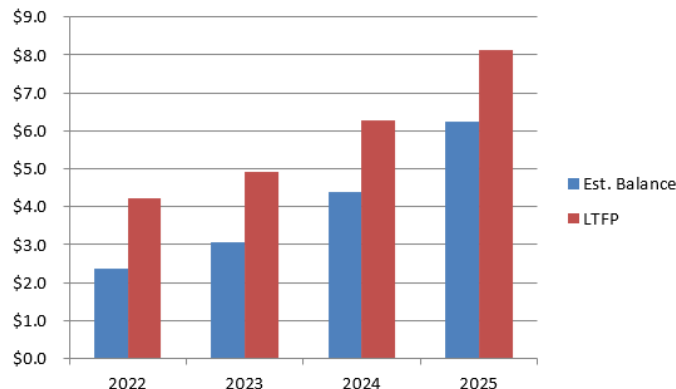


The Working Reserve is below the LTFP target for 2022. This is primarily due to payments required to cover outstanding tax refunds from previous years related to assessment appeals.

The City has committed to repay the Working Reserve over the next several years. A contribution of \$300,000 is included in the 2022 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.



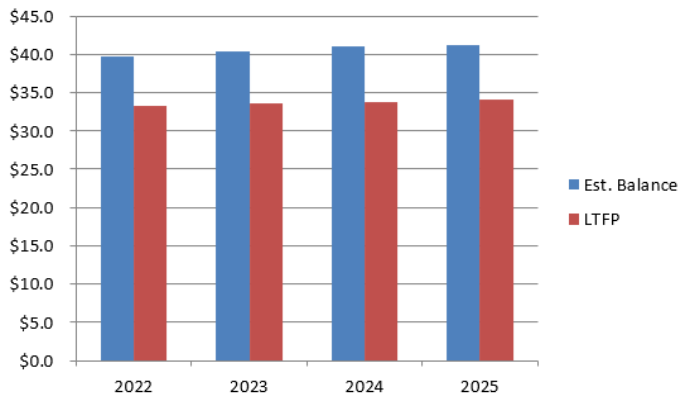
Over the next four years, the Capital reserves are below the balance projected in the LTFP.

The City borrowed (\$2 million) from the Land Reserve to purchase land in the Business Park. When the land is sold, the proceeds will be contributed back to this reserve and the balance will be more 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.



The Building Surplus Reserve, Brownfield Reserve, and the WSIB – Estimated Future Benefit Costs Reserve are above the LTFP balance, though below the City's targeted balances.

(for the purposes of this illustration, the Water and Wastewater Reserves were excluded from the chart)

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 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. Reserves are to be managed in such a way to ensure positive reserve balances during major capital spending years. Adequate reserves will position the City to be able to meet these future infrastructure needs.

Included in Appendix B, the Reserve Schedule presents estimated reserve and reserve fund balances at January 1, 2022, contributions and disbursements to and from reserves and reserve funds during 2022, and provides estimated reserve balances at December 31, 2022. The first page of the Reserve Schedule also provides target balances from the City's Reserve and Reserve Fund Policy and the 2022 projected balances from the LTFP.

# Long-Term Debt

Debt is one of several capital funding tools available to municipalities. When used responsibly, it can be a powerful tool to help finance long-term capital needs. Debt is an important part of the City's strategy for investment in assets that have a long-term useful life. It is important to note that while debt is a funding source for capital, debt charges (principal and interest) have an impact on future operating budgets.

The Debt and Financial Obligation Limits regulation (O. Reg 403/02) prescribes terms under which a municipality can undertake long-term debt. This regulation, in summary, places a limit on how much a municipality may expend annually in principal and interest payments on long-term debt, without the municipality first seeking Ontario Municipal Board approval. The regulation permits a maximum of 25% of own-source revenues to be used to fund principal and interest charges for debt. The Ministry of Municipal Affairs and Housing prepares for each municipality its Annual Repayment Limit (ARL) which calculates the repayment limit. The City's 2021 ARL is approximately \$31.1 million in principal and interest payments annually.

Notwithstanding the limit prescribed in the regulation, 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 \$12.9 million in principal and interest payments annually).

The City's LTFP recommends the types of projects the City should borrow for. 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. The LTFP recommends that the City only borrow for assets where costs are greater than \$2.5 million and have a useful life of more than 20 years.

## Total Projected Debt Balances and Debt Capacity

Currently, the City's existing debt obligations of \$50.45 million requires an annual payment of \$6.7 million. The following chart illustrates that the City is at 5.3% (or just over half) of the Municipal limit and at 21.2% of the Provincial limit.

| Debt and Financial Obligation Limits         | Debt Limits | 2021 Debt Limits | Percentage of Limit Utilized |
|----------------------------------------------|-------------|------------------|------------------------------|
| Ontario Regulation 403/02                    | 25%         | 31.1M            | 21.2%                        |
| City of Cornwall Self-Imposed Debt Limit     | 10%         | 12.9M            | 53.1%                        |
| <b>Current Debt Limit Payment Percentage</b> |             | 5.3%             |                              |

In addition to the existing debt, approval has been granted to issue debt on prior year capital projects in the amount of \$59.0 million. This unissued approved debt will be included in a future debt issuance as expenditures are incurred and projects are completed.

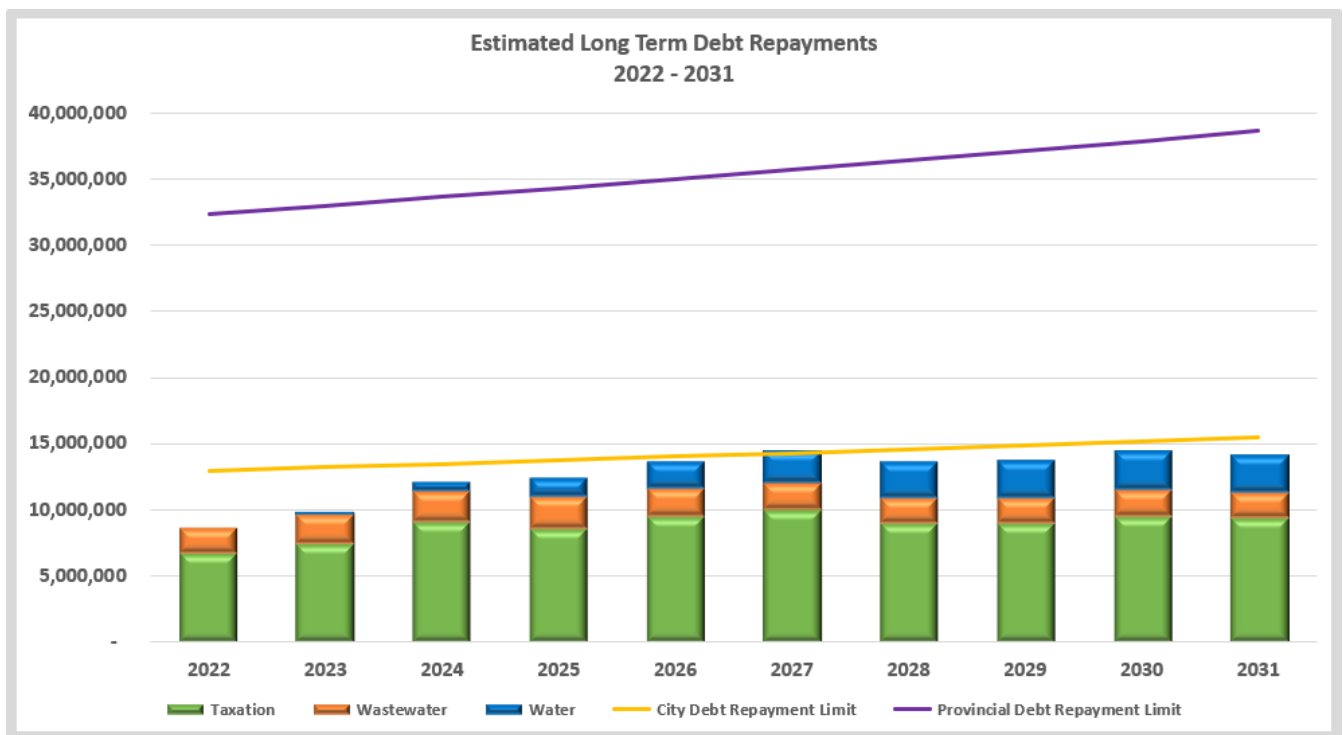
Though the City remains within its annual debt and financial obligation limit, the City will be financing a few major projects over the next several years (MW Yard, Fire Station, Art Centre, the reconstruction of Marleau Avenue, Brookdale Avenue and Pitt Street). Based on

the 10-year capital plan to 2031, the City plans to finance \$95.2 million in capital works and asset replacement.

The following graph provides forecasted information regarding the City's projected long-term debt repayments from 2022 to 2031.

The graph includes a line (purple) that reflects the provincial upper limit indexed at the rate of 2% to which the City could incur principal and interest charges and be within its provincial debt capacity level. This limit represents the maximum amount that the municipality has available to commit to additional payments relating to annual debt and financial obligations.

Also indicated on the graph is the recommended municipal debt ceiling (yellow line) indexed at 2% for future years in line with projected inflation. The vertical bars depict the annual principal and interest for taxation, water and wastewater based on the City's 10-Year Capital Plan and the LTFP.



| Total Projected Annual Debt Payments (Principal and Interest) and Debt Capacity |                           |           |            |            |                              |                      |                |            |
|---------------------------------------------------------------------------------|---------------------------|-----------|------------|------------|------------------------------|----------------------|----------------|------------|
| Year                                                                            | Estimated Debt Repayments |           |            |            | Estimated Own-Source Revenue | Estimated Debt Limit |                | Percentage |
|                                                                                 | Taxation                  | Water     | Wastewater | Total      |                              | Municipal 10%        | Provincial 25% |            |
| 2022                                                                            | 6,693,990                 | -         | 1,915,496  | 8,609,486  | 129,418,762                  | 12,941,876           | 32,354,691     | 6.65%      |
| 2023                                                                            | 7,360,035                 | 231,669   | 2,269,660  | 9,861,364  | 132,007,138                  | 13,200,714           | 33,001,784     | 7.47%      |
| 2024                                                                            | 8,997,970                 | 718,586   | 2,390,348  | 12,106,904 | 134,647,280                  | 13,464,728           | 33,661,820     | 8.99%      |
| 2025                                                                            | 8,540,487                 | 1,413,011 | 2,392,210  | 12,345,708 | 137,340,226                  | 13,734,023           | 34,335,056     | 8.99%      |
| 2026                                                                            | 9,432,800                 | 1,984,345 | 2,137,696  | 13,554,841 | 140,087,030                  | 14,008,703           | 35,021,758     | 9.68%      |
| 2027                                                                            | 9,938,951                 | 2,432,461 | 1,992,339  | 14,363,751 | 142,888,771                  | 14,288,877           | 35,722,193     | 10.05%     |
| 2028                                                                            | 8,948,378                 | 2,760,483 | 1,848,077  | 13,556,938 | 145,746,546                  | 14,574,655           | 36,436,637     | 9.30%      |
| 2029                                                                            | 8,870,963                 | 2,873,567 | 1,965,160  | 13,709,690 | 148,661,477                  | 14,866,148           | 37,165,369     | 9.22%      |
| 2030                                                                            | 9,380,656                 | 2,987,699 | 2,083,408  | 14,451,763 | 151,634,707                  | 15,163,471           | 37,908,677     | 9.53%      |
| 2031                                                                            | 9,328,293                 | 2,876,125 | 1,909,112  | 14,113,530 | 154,667,401                  | 15,466,740           | 38,666,850     | 9.13%      |

Assumptions have been made in calculating the estimated debt levels using interest rates and loan periods reflective of the type of borrowing. The rate of interest and term is used for illustration purposes only. The actual rate of interest will fluctuate depending on market conditions and the actual term of the loan.

Further detail regarding the City's Debt Schedule and ARL can be found in Appendix C. The table in Appendix C provides a summary of issued, unissued, and planned net debt supported through various funding sources: taxation, water billings, wastewater billings, and other revenue sources. Approximately 47% of the City's annual debt repayments are funded by non-taxation sources of revenue which would include Federal Gas Tax funding, Provincial Gas Tax funding, Ministry of Health, Reserves, United Counties of SDG, etc.

To meet the requirements of regulation 403/02 under the Municipal, Act, 2001, a report outlining the City's outstanding debt and debt limits are reported to Council annually. The report is presented to Council at the same time as the presentation of the Financial Statements.

## 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 or Memorandums of Understanding are in place.

The following chart provides past approved budgets for Community Partners and the 2022 budget submission.

| Community Partners                             | 2019<br>Approved   | 2020<br>Approved   | 2021<br>Approved   | 2022<br>Submission |
|------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Cornwall Public Library                        | \$2,324,058        | \$2,364,143        | \$2,451,158        | \$2,261,666        |
| Eastern Ontario Health Unit (EOHU)             | \$749,661          | \$817,138          | \$728,413          | \$742,981          |
| Raisin Region Conservation Authority (RRCA)    | \$508,666          | \$537,600          | \$548,352          | \$549,255          |
| Cornwall Regional Airport                      | \$85,000           | \$103,049          | \$103,049          | \$110,126          |
| Heritage Cornwall                              | \$6,360            | \$5,475            | \$0                | \$3,850            |
| SD&G Historical Society                        | \$70,000           | \$100,000          | \$100,000          | \$151,309          |
| Eastern Ontario Regional Network (EORN)        | \$25,858           | \$54,225           | \$54,225           | \$54,225           |
| Heart of the City                              | \$30,000           | \$30,000           | \$0                | \$0                |
| Cornwall Innovation Centre (CIC)               | \$50,000           | \$50,000           | \$0                | \$0                |
| Eastern Ontario Agri Food Network (EOAFN)      | \$0                | \$0                | \$25,000           | \$25,000           |
| Medical Recruitment / Scholarships             | \$100,000          | \$175,000          | \$175,000          | \$100,000          |
| Municipal Grants Program - Net                 | \$110,720          | \$200,000          | \$113,484          | \$123,446          |
| Beyond 21 - Capital (from/to Working Reserves) | \$0                | (\$100,000)        | \$100,000          | \$0                |
| <b>Total</b>                                   | <b>\$4,060,323</b> | <b>\$4,336,630</b> | <b>\$4,398,681</b> | <b>\$4,121,858</b> |

Much like City departments, the Cornwall Public Library submits its operating and capital budgets to the City each year, to be included for consideration with the City's annual budget.

The Library's 2022 operating budget submission increased by \$44,347 or 2.00% when compared to 2021. The gross capital budget increased by \$17,400 or 13.12%. In 2022, the capital requirement for the Library will be funded through the Municipal Building Reserve. The total budget submission decreased by \$88,253 or 3.76%. The Library's budget is detailed on page 186.

Funding from the municipality for the Eastern Ontario Health Unit (EOHU) and the Raisin Region Conservation Authority (RRCA) is regulated through the province.

The City has notified the Township of South Glengarry that the City plans to terminate the Cornwall Regional Airport Agreement it has with the Township. The 2022 budget for the Cornwall Regional Airport was included at \$110,126. This represents the City's contribution to support 2022 operations.

Due to the COVID-19 pandemic, Heritage-Patrimoine Cornwall had enough money in its operating account to fund its expenses for 2021. In 2022, they are seeking a modest amount of funding to return to pre COVID-19 levels.

The City is currently finalizing a Memorandum of Understanding with the Historical Society. For the 2022 budget, the City has included support in the amount of \$151,309.

The 2022 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 (budget of \$25,858 and a \$28,367 pay back to the Working Reserve).

During the 2021 budget meetings, Council approved to support the Eastern Ontario Agri Food Network in the amount of \$25,000 per year from 2021 to 2023 (subject to an annual presentation and financial report to Council). This funding is to facilitate collaboration in the regional agri-food value chains between the municipal economic development departments, regional agencies and stakeholders, farmers, food processors, food artisans, distributors and retailers, restaurants, and consumers to improve quality of life and economic prosperity of the region of Cornwall, SDG, Prescott-Russell and Akwesasne.

## Municipal Grants Program

The Municipal Grants Program offers a number of funding opportunities each year for the purpose of starting and/or supporting community-based initiatives, such as, events, projects, festivals, and programs.

The different types of grants available through the Municipal Grants Program Policy are identified as follows:

Program 1 – Financial and In-Kind Assistance: provides eligible financial grants and in-kind contribution grants to support specific initiatives that promote inclusiveness and a broad community benefit through improving the well-being of the community and the quality of life for its residents. The maximum amount available to any one eligible organization in any one year is \$10,000 (cash, in-kind, or a combination of both).

Program 2 – Multi-Government Funding Support: provides a required municipal contribution to access funding from the federal and/or provincial government(s). The maximum amount available to any one eligible organization in any one year is \$30,000.

The Municipal Grants Review Committee is in the process of finalizing applications for the 2022 year. The annual budget set aside for this Program as per Policy is \$200,000 (\$123,446 plus the 2021 carry forward of \$76,554).

## Budget Challenges/Risks

### Infrastructure Backlog

The 10-Year Capital Plan demonstrates the City's commitment to provide reliability in the use of current assets that support City services and build the infrastructure needed to maintain and improve the City's service delivery. The challenges to fund the capital backlog remain dependant on senior level government funding.

### COVID-19 Pandemic

The COVID-19 pandemic will result in lower revenues and higher expenses for the City in 2022. This crisis is unprecedented, and the length of the economic disruption and recovery remains uncertain at this time.

COVID-19 has presented many challenges in workplaces, public facilities, and in delivering City services. During the last two years, the City has responded to the changing environment and focused on business continuity with health and safety as the number one priority.

There are still many unknown variables related to the impact of the COVID-19 pandemic on municipal service delivery in 2022 and whether there will be additional support payments from senior levels of government to mitigate these pressures. Staff monitored the impacts of the pandemic and the recovery plan while preparing the 2022 budget. The financial impact of COVID-19 will continue to change as the pandemic continues to evolve and new information becomes available, and similar to 2020 and 2021, will be an area closely monitored and reported to Council by staff in 2022.

## Budget Highlights

The 2022 budget was prepared at an increase required to maintain existing levels of service. The 2022 budget for the City of Cornwall can be summarized as follows:

- ❑ The City manages an annual operating budget of \$195.5 million and a capital budget of \$20.8 million.
- ❑ The 2022 budget has been prepared as a normal budget year with no reductions to revenue or increases in expenses due to the COVID-19 pandemic.
- ❑ This document has been prepared with a tax levy of \$80,369,977. A tax levy increase of \$2,781,753 or 3.59%;



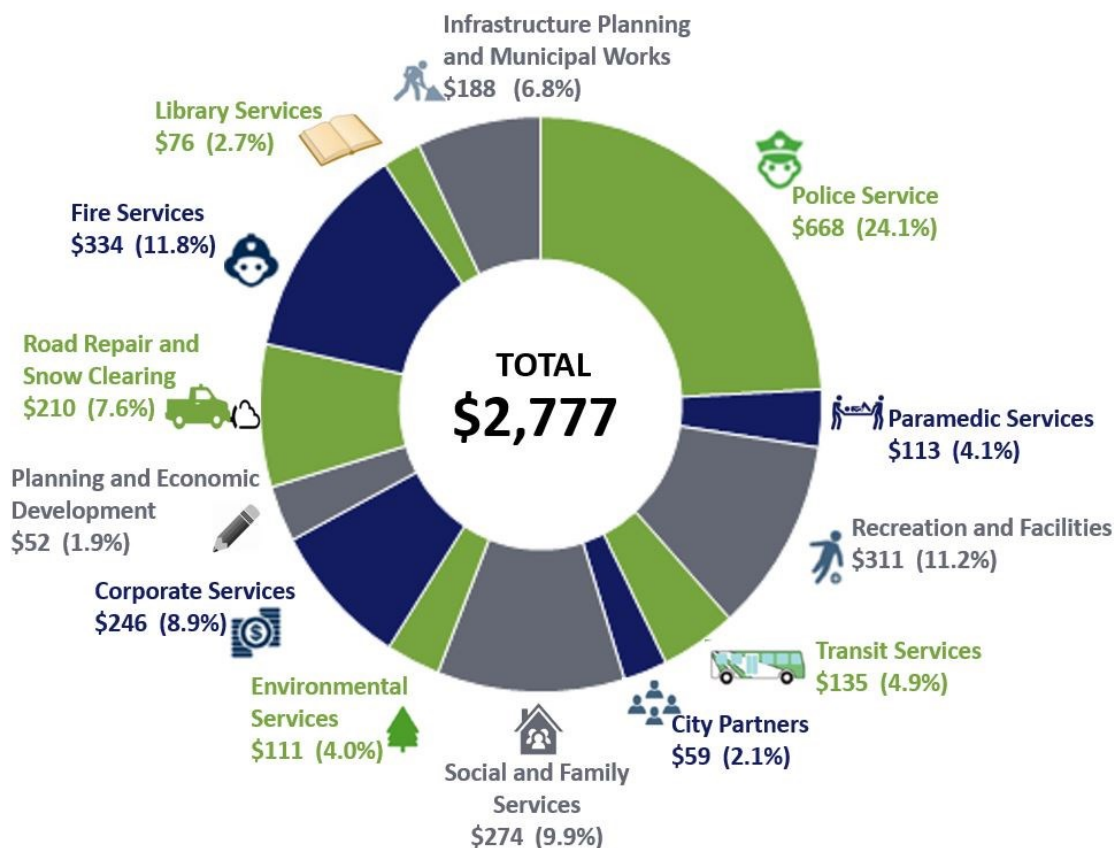
- ❑ Also included in the budget is \$298,000 of growth (new assessment from 2021 supplementary taxation) that has been added to the 2021 tax roll; and \$2,130,000 of supplementary taxation (projected growth added to the tax roll during 2022).
- ❑ Operating budgets funded from the tax base for City departments has increased by \$2,565,523 or 3.37%;

Increases to both long-term debt (\$931,330) and insurance (\$242,700) has had an impact on the operating budget for 2022. Excluding increases for both, the operating budget would have increased by \$1,391,493 or 1.83%;

- ❑ Net capital budgets for City departments funded from the tax base have increased from \$1,456,368 to \$1,672,598 (\$216,230 or 14.85%).

## Proposed Tax Dollars at Work

The 2022 municipal taxes for the average home assessed at \$176,907 would be \$2,776.93 (\$2,691.02 in 2021). An average annual increase of \$85.91 or 3.19%.





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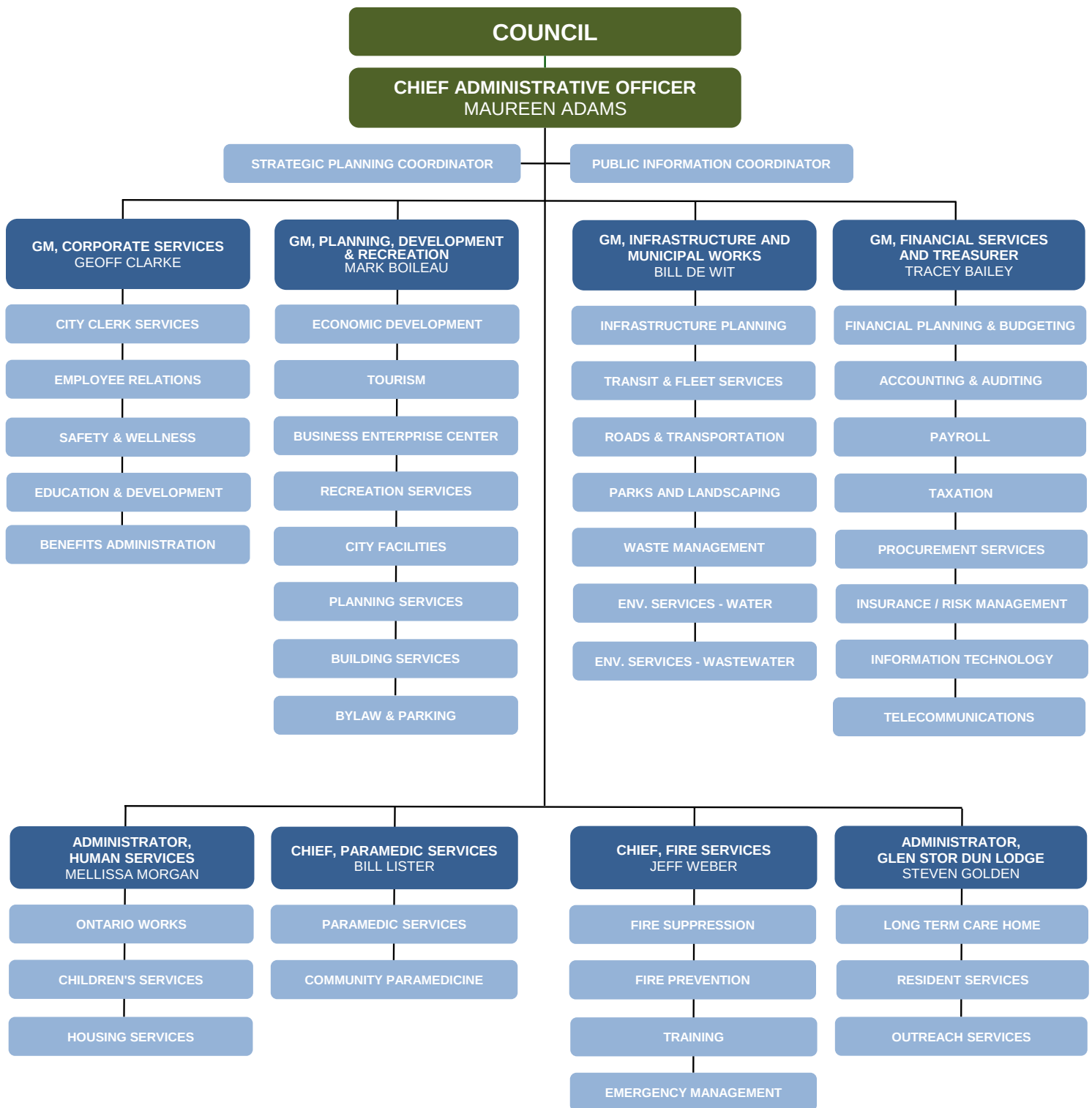
# 2022

## BUDGET SUBMISSION

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CITY OVERALL

## Organizational Chart - Leadership



# CITY OF CORNWALL - General Taxation

## Operating and Capital Financial Summary

|                                                                | 2020<br>Actuals             | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget              | 2022<br>Submission          | \$<br>Change               | %<br>Change          |
|----------------------------------------------------------------|-----------------------------|------------------------------------|-----------------------------|-----------------------------|----------------------------|----------------------|
| <b><u>OPERATING</u></b>                                        |                             |                                    |                             |                             |                            |                      |
| <b>EXPENDITURES</b>                                            |                             |                                    |                             |                             |                            |                      |
| Salaries and Benefits                                          | \$77,539,560                | \$69,562,220                       | \$82,967,131                | \$90,920,426                | \$7,953,295                | 9.59%                |
| Purchase of Goods                                              | \$9,147,947                 | \$7,927,836                        | \$10,627,461                | \$13,466,611                | \$2,839,150                | 26.72%               |
| Services and Rents                                             | \$33,714,517                | \$29,504,150                       | \$32,196,163                | \$35,150,161                | \$2,953,998                | 9.18%                |
| Financing LTD Principal & Interest                             | \$4,218,606                 | \$4,080,207                        | \$5,417,860                 | \$7,192,259                 | \$1,774,399                | 32.75%               |
| Insurance                                                      | \$947,507                   | \$1,176,539                        | \$1,182,960                 | \$1,779,372                 | \$596,412                  | 50.42%               |
| Financial and Transfers                                        | <u>\$51,995,814</u>         | <u>\$35,145,579</u>                | <u>\$46,079,288</u>         | <u>\$46,982,632</u>         | <u>\$903,344</u>           | <u>1.96%</u>         |
| <b>Subtotal</b>                                                | <b>\$177,563,951</b>        | <b>\$147,396,531</b>               | <b>\$178,470,863</b>        | <b>\$195,491,461</b>        | <b>\$17,020,598</b>        | <b>9.54%</b>         |
| <b>REVENUE</b>                                                 |                             |                                    |                             |                             |                            |                      |
| Payments in Lieu & Supplementary & Growth                      | \$2,487,108                 | \$2,032,822                        | \$2,187,671                 | \$3,720,245                 | \$1,532,574                | 70.06%               |
| Provincial and Federal Grants                                  | \$65,757,709                | \$52,120,867                       | \$63,786,436                | \$66,523,107                | \$2,736,671                | 4.29%                |
| Other Municipalities                                           | \$8,589,164                 | \$8,222,179                        | \$9,236,633                 | \$10,351,285                | \$1,114,652                | 12.07%               |
| Fees, Service Charges, & Misc Revenue                          | \$17,925,284                | \$15,393,887                       | \$19,650,838                | \$28,209,279                | \$8,558,441                | 43.55%               |
| Internal Revenue                                               | \$7,183,255                 | \$5,263,589                        | \$6,271,928                 | \$6,622,278                 | \$350,350                  | 5.59%                |
| Contribution from Reserves                                     | <u>\$1,572,805</u>          | <u>\$726,217</u>                   | <u>\$1,205,501</u>          | <u>\$1,367,888</u>          | <u>\$162,387</u>           | <u>13.47%</u>        |
| <b>Subtotal</b>                                                | <b><u>\$103,515,325</u></b> | <b><u>\$83,759,561</u></b>         | <b><u>\$102,339,007</u></b> | <b><u>\$116,794,082</u></b> | <b><u>\$14,455,075</u></b> | <b><u>14.12%</u></b> |
| <b>OPERATING SUBTOTAL</b>                                      | <b><u>\$74,048,626</u></b>  | <b><u>\$63,636,970</u></b>         | <b><u>\$76,131,856</u></b>  | <b><u>\$78,697,379</u></b>  | <b><u>\$2,565,523</u></b>  | <b><u>3.37%</u></b>  |
| <b><u>CAPITAL</u></b>                                          |                             |                                    |                             |                             |                            |                      |
| Gross Capital                                                  | \$1,282,770                 | \$604,083                          | \$38,043,360                | \$20,772,860                | (\$17,270,500)             | (45.40%)             |
| Capital Funding                                                | <u>\$0</u>                  | <u>\$0</u>                         | <u>(\$36,586,992)</u>       | <u>(\$19,100,262)</u>       | <u>\$17,486,730</u>        | <u>(47.79%)</u>      |
| <b>NET CAPITAL COST (TAXATION)</b>                             | <b><u>\$1,282,770</u></b>   | <b><u>\$604,083</u></b>            | <b><u>\$1,456,368</u></b>   | <b><u>\$1,672,598</u></b>   | <b><u>\$216,230</u></b>    | <b><u>14.85%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL<br/>(SUPPORTED BY TAXATION)</b> | <b><u>\$75,331,396</u></b>  | <b><u>\$64,241,053</u></b>         | <b><u>\$77,588,224</u></b>  | <b><u>\$80,369,977</u></b>  | <b><u>\$2,781,753</u></b>  | <b><u>3.59%</u></b>  |

# CITY OF CORNWALL

## Long Term Financial Plan (LTFP)

|                      | Budget     | Submission  | FORECAST    |             |            | RE-FORECAST |            |            |
|----------------------|------------|-------------|-------------|-------------|------------|-------------|------------|------------|
|                      | 2021       | 2022        | 2022        | 2023        | 2024       | 2023        | 2024       | 2025       |
| Net Operating Budget | 66,384,841 | 66,862,997  | 68,008,433  | 69,436,610  | 70,964,215 | 68,501,140  | 70,008,166 | 71,408,329 |
| change \$            |            | 478,156     | 1,626,361   | 1,428,177   | 1,527,605  | 1,638,143   | 1,507,025  | 1,400,163  |
| change %             |            | 0.72%       | 2.45%       | 2.10%       | 2.20%      | 2.45%       | 2.20%      | 2.00%      |
| Debt Payments        | 5,417,860  | 7,192,259   | 6,562,544   | 7,836,670   | 7,911,852  | 7,360,035   | 8,997,970  | 8,540,487  |
| Net to/from Reserves | 4,329,155  | 4,642,123   | 4,311,690   | 4,017,190   | 4,443,158  | 4,017,190   | 4,443,158  | 5,358,676  |
| Total Net Operating  | 76,131,856 | 78,697,379  | 78,882,667  | 81,290,470  | 83,319,225 | 79,878,365  | 83,449,294 | 85,307,492 |
| Total Net Capital    | 1,456,368  | 1,672,598   | 1,500,000   | 2,557,000   | 4,344,700  | 4,230,000   | 4,340,000  | 4,730,000  |
| Total Levy           | 77,588,224 | 80,369,977  | 80,382,667  | 83,847,470  | 87,663,925 | 84,108,365  | 87,789,294 | 90,037,492 |
| Net Levy Change \$   |            | 2,781,753   | 3,573,810   | 3,464,803   | 3,816,455  | 3,738,388   | 3,680,928  | 2,248,198  |
| Net Levy Change %    |            | 3.59%       | 4.65%       | 4.31%       | 4.55%      | 4.65%       | 4.38%      | 2.56%      |
| Net Levy - LTFP      | -          | 83,820,697  | 83,820,697  | 85,502,516  | 87,976,797 | 85,502,516  | 87,976,797 | 90,096,767 |
| Net Levy - variance  | 77,588,224 | (3,450,720) | (3,438,030) | (1,655,046) | (312,872)  | (1,394,151) | (187,503)  | (59,275)   |

The LTFP chart presented above provides a financial snapshot of the forecast to 2025.

The column titled 'Submission 2022' indicates that the City will collect \$3.5 million less tax levy than what was included in the updated LTFP.

The forecast for years 2022, 2023, and 2024 was the projected forecast from the 2021 budget process.

Annually, Financial Services provides a reforecast for the three years following the budget year. The reforecast attempts to realign targets to the 2017 LTFP, including any known changes since 2017.

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# 2022

## BUDGET SUBMISSION

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GENERAL GOVERNMENT

- COUNCIL ■
- CHIEF ADMINISTRATIVE OFFICER ■
- CLERKS SERVICES ■
- HUMAN RESOURCES ■
- FINANCIAL SERVICES ■
- NON-DEPARTMENTAL ■

# Council

## 2022 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.

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### 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 a four-year term. 2022 is the final 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.

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### Commentary / Budget Variances

City Council holds regular meetings at City Hall, located at 360 Pitt Street. During the COVID-19 pandemic, Salon B at the Civic Complex is being used to conduct Council meetings. Meetings are also attended through Zoom. 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, half of the cost for an Administrative Assistant, and a Strategic Planning Coordinator. Council adopted an increase at the annual rate of inflation defined by the Consumer Price Index (CPI) for the Mayor's salary and adjusted Councillor salaries for the years 2019-2022 following a municipal survey completed and the discontinuation of the 1/3 tax free salary exemption.

### Purchase of Goods

There is no change in Purchase of Goods. Purchase of Goods includes monies for public relations, promotion costs, stationery, food provisions, books and magazines.

### Services and Rents

The increase in Services and Rents is related to costs for cellphones and for memberships/subscriptions. Included in the 2022 budget submission are the following subscription costs:

|                     |          |                               |         |
|---------------------|----------|-------------------------------|---------|
| AMO                 | \$15,200 | AFMO                          | \$3,200 |
| FCM                 | \$11,000 | AMO-MEPCO                     | \$4,500 |
| Chamber of Commerce | \$500    | GLSLCI                        | \$3,300 |
| EOMC                | \$4,000  | Municipal Information Network | \$1,300 |

Also included in Services and Rents is Council's conference/travel budget (\$30,000), councillor expense accounts (\$12,575 - \$1,257.50 each), Board Honorariums (CPS \$15,500, GSDL \$2,400) and a budget for an Integrity Commissioner (\$7,500).

### Financial and Transfers

Each year, the City contributes to reserves for technology requirements of the new Council. These funds are used to help offset the cost of cellphones and tablets that are purchased in the year the new Council takes Office. In 2022, these items will be purchased and a contribution from reserves will help offset the cost.

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change           | %<br>Change           |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                        |                       |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                        |                       |
| Salaries and Benefits                 | \$330,074               | \$350,780                          | \$434,277               | \$465,471               | \$31,194               | 7.18%                 |
| Purchase of Goods                     | \$13,240                | \$4,611                            | \$19,000                | \$19,000                | \$0                    | 0.00%                 |
| Services and Rents                    | \$67,990                | \$70,269                           | \$118,115               | \$126,685               | \$8,570                | 7.26%                 |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%                 |
| Financial and Transfers               | <u>\$35,577</u>         | <u>\$6,078</u>                     | <u>\$5,500</u>          | <u>\$25,500</u>         | <u>\$20,000</u>        | <u>363.64%</u>        |
| <b>Subtotal</b>                       | <b>\$446,881</b>        | <b>\$431,738</b>                   | <b>\$576,892</b>        | <b>\$636,656</b>        | <b>\$59,764</b>        | <b>10.36%</b>         |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                        |                       |
| 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                     | <u>\$30,000</u>                    | <u>\$0</u>              | <u>\$16,500</u>         | <u>\$16,500</u>        | <u>100.00%</u>        |
| <b>Subtotal</b>                       | <b>\$0</b>              | <b><u>\$30,000</u></b>             | <b><u>\$0</u></b>       | <b><u>\$16,500</u></b>  | <b><u>\$16,500</u></b> | <b><u>100.00%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$446,881</u></b> | <b><u>\$401,738</u></b>            | <b><u>\$576,892</u></b> | <b><u>\$620,156</u></b> | <b><u>\$43,264</u></b> | <b><u>7.50%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                        |                       |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%                 |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$446,881</u></b> | <b><u>\$401,738</u></b>            | <b><u>\$576,892</u></b> | <b><u>\$620,156</u></b> | <b><u>\$43,264</u></b> | <b><u>7.50%</u></b>   |





# Chief Administrative Officer

## 2022 Budget Submission

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. Public Information Services leads public and internal communications initiatives in support of City priorities and program delivery by creating campaigns to highlight City services, through media releases, social media posts, and the City’s website.

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### 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.

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### Commentary / Budget Variances

#### Salaries and Benefits

Staffing levels remain unchanged in 2022 and increases represent incremental and contractual obligations. Salaries and Benefits includes the salary for the CAO, half of the cost for an Administrative Assistant, and a Public Information Coordinator.

#### Services and Rents

An increase in Services and Rents related to Public Information Services supports public engagement website costs as well as Street Level videos.

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change           | %<br>Change         |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                        |                     |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                        |                     |
| Salaries and Benefits                 | \$394,756               | \$346,488                          | \$406,665               | \$423,938               | \$17,273               | 4.25%               |
| Purchase of Goods                     | \$3,855                 | \$2,612                            | \$3,300                 | \$3,300                 | \$0                    | 0.00%               |
| Services and Rents                    | \$109,447               | \$83,904                           | \$87,121                | \$106,054               | \$18,933               | 21.73%              |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Financial and Transfers               | <u>\$3,024</u>          | <u>\$327</u>                       | <u>\$0</u>              | <u>\$247</u>            | <u>\$247</u>           | <u>100.00%</u>      |
| <b>Subtotal</b>                       | <b>\$511,082</b>        | <b>\$433,331</b>                   | <b>\$497,086</b>        | <b>\$533,539</b>        | <b>\$36,453</b>        | <b>7.33%</b>        |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                        |                     |
| Provincial and Federal Grants         | \$1,250                 | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Fees, Service Charges, & Misc Revenue | \$0                     | \$2,087                            | \$0                     | \$0                     | \$0                    | 0.00%               |
| Internal Revenue                      | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Contribution from Reserves            | <u>\$15,264</u>         | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$16,514</u></b>  | <b><u>\$2,087</u></b>              | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$494,568</u></b> | <b><u>\$431,244</u></b>            | <b><u>\$497,086</u></b> | <b><u>\$533,539</u></b> | <b><u>\$36,453</u></b> | <b><u>7.33%</u></b> |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                        |                     |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$494,568</u></b> | <b><u>\$431,244</u></b>            | <b><u>\$497,086</u></b> | <b><u>\$533,539</u></b> | <b><u>\$36,453</u></b> | <b><u>7.33%</u></b> |

| Summary by Activity                | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change           | %<br>Change         |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| CAO                                | \$331,472               | \$300,419                          | \$338,417               | \$349,117               | \$10,700               | 3.16%               |
| Public Information Services        | <u>\$163,096</u>        | <u>\$130,825</u>                   | <u>\$158,669</u>        | <u>\$184,422</u>        | <u>\$25,753</u>        | <u>16.23%</u>       |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$494,568</u></b> | <b><u>\$431,244</u></b>            | <b><u>\$497,086</u></b> | <b><u>\$533,539</u></b> | <b><u>\$36,453</u></b> | <b><u>7.33%</u></b> |

# Clerk Services

## 2022 Budget Submission

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 the issuing of lottery licences. Clerk Services is also a call centre focusing on the customer service experience.

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

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### 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. Conduct 2022 Municipal Election and introduce on-line voting.
2. Implement Electronic Documents Retention Management System corporate-wide.
3. Digitize more than 220 microfilms to PDF, dispose of microfilms and physical files.
4. Focus on customer service by receiving citizen requests, complaints and inquires through a dedicated resource (CityView).
5. Perform a review of Policies and Procedures.
6. Terms of Reference review for Cornwall's Committees, Commissions and Boards.

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### Commentary / Budget Variances

#### Salaries and Benefits

Staffing levels remain unchanged in 2022 and increases represent incremental and contractual obligations.

#### Purchase of Goods/Services and Rents

Increases in these sections are directly related to the 2022 Municipal Election.

#### Financial and Transfers

A contribution to reserves is made in non-election years in order to substantially offset the cost of the election. This contribution is not required in 2022 as it is an election year. An increase in software maintenance costs is related to both Freedom of Information (FOI) software and digital signage.

#### Revenue

A contribution from reserves of \$135,000 is budgeted to help offset the costs of the 2022 Municipal Election. Other changes are based on revenue trends.

#### Elections

The Municipal Election will be held on October 24, 2022. A contribution from reserves along with costs associated with the election are reflected in the 2022 Budget. Increases in Purchase of Goods, as noted above, as well as Services and Rents are attributed to election costs such as: tabulator leases, postage, printing, advertising, software support, and election staffing. A contribution to reserves is made in non-election years in order to substantially offset the cost of the election.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change            | %<br>Change          |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                         |                      |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                         |                      |
| Salaries and Benefits                 | \$372,755               | \$323,991                          | \$399,362               | \$407,304               | \$7,942                 | 1.99%                |
| Purchase of Goods                     | \$21,938                | \$19,261                           | \$23,275                | \$43,075                | \$19,800                | 85.07%               |
| Services and Rents                    | \$408,907               | \$316,447                          | \$405,699               | \$595,601               | \$189,902               | 46.81%               |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                |
| Financial and Transfers               | <u>\$96,868</u>         | <u>\$82,388</u>                    | <u>\$78,000</u>         | <u>\$47,581</u>         | <u>(\$30,419)</u>       | <u>(39.00%)</u>      |
| <b>Subtotal</b>                       | <b>\$900,468</b>        | <b>\$742,087</b>                   | <b>\$906,336</b>        | <b>\$1,093,561</b>      | <b>\$187,225</b>        | <b>20.66%</b>        |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                         |                      |
| Provincial and Federal Grants         | \$70,000                | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                |
| Fees, Service Charges, & Misc Revenue | \$151,711               | \$160,263                          | \$213,400               | \$216,500               | \$3,100                 | 1.45%                |
| Internal Revenue                      | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                |
| Contribution from Reserves            | <u>\$10,000</u>         | <u>\$0</u>                         | <u>\$0</u>              | <u>\$135,000</u>        | <u>\$135,000</u>        | <u>100.00%</u>       |
| <b>Subtotal</b>                       | <b><u>\$231,711</u></b> | <b><u>\$160,263</u></b>            | <b><u>\$213,400</u></b> | <b><u>\$351,500</u></b> | <b><u>\$138,100</u></b> | <b><u>64.71%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$668,757</u></b> | <b><u>\$581,824</u></b>            | <b><u>\$692,936</u></b> | <b><u>\$742,061</u></b> | <b><u>\$49,125</u></b>  | <b><u>7.09%</u></b>  |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                         |                      |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>              | <u>0.00%</u>         |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$668,757</u></b> | <b><u>\$581,824</u></b>            | <b><u>\$692,936</u></b> | <b><u>\$742,061</u></b> | <b><u>\$49,125</u></b>  | <b><u>7.09%</u></b>  |

|                                    |                         |                                    |                         |                         |                        |                     |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| Summary by Activity                | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change           | %<br>Change         |
| Clerk's Division                   | \$620,746               | \$534,089                          | \$644,936               | \$654,290               | \$9,354                | 1.45%               |
| Election Division                  | <u>\$48,011</u>         | <u>\$47,735</u>                    | <u>\$48,000</u>         | <u>\$87,771</u>         | <u>\$39,771</u>        | <u>82.86%</u>       |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$668,757</u></b> | <b><u>\$581,824</u></b>            | <b><u>\$692,936</u></b> | <b><u>\$742,061</u></b> | <b><u>\$49,125</u></b> | <b><u>7.09%</u></b> |

# Human Resources

## 2022 Budget Submission

Responsibilities of the Human Resources (HR) Department include: HR 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, benefits administration, human resource administration, employee engagement and recognition programs, and human resource reporting.

### Description

Human Resources is the people department for the City of Cornwall providing a wide and varying range of services to approximately 600 full-time employees supported by a part-time complement in several municipal service areas.

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

There are four different Unions with seven bargaining units that represent approximately 86% of the full-time regular workforce.

### Key Goals

1. Policy and Procedure review for internal policies.
2. Implement leadership training for all organizational levels.
3. Work with internal partners on performance appraisal process, which includes objective setting goals and leadership competencies.
4. Support Payroll with the new corporate payroll system.
5. Launching a new corporation wide WSIB program to better train personnel, report, and track workplace accidents/incidents.

### Commentary / Budget Variances

#### Salaries and Benefits

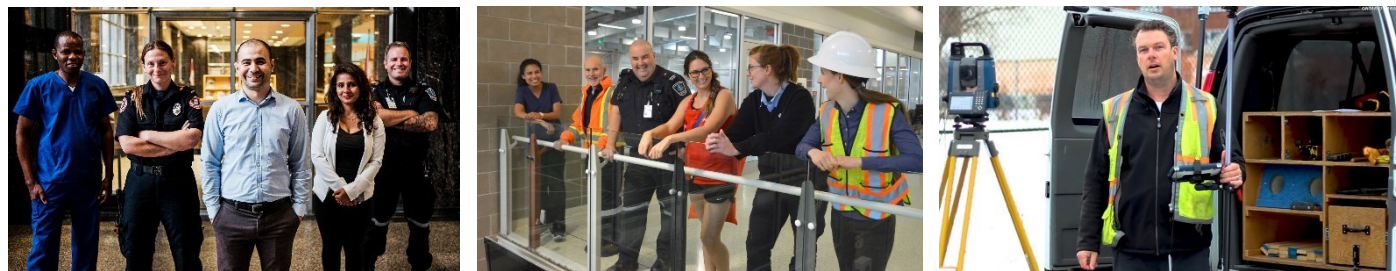
Salaries and Benefits represent incremental and contractual increases and a net increase of one staff member to the Corporation. One position from HR has been moved to Financial Services to coincide with the relocation of the Payroll Department. Another position has been moved from GSDL to HR to support employee relations. A Disability and Wellness Coordinator (DWC) has been included in the 2022 budget to ensure that disability management services are provided in a timely manner for ill and injured employees, with a focus on keeping employees safely in the workplace and facilitating early and safe return to work. The DWC will conduct ergonomic assessments and process WSIB, short-term disability, and long-term disability claims.

#### Services and Rents

In 2022, there will be negotiations with six locals for renewal of collective agreements. Through negotiations, further alignment of the collective agreements will be sought to provide additional operational flexibility. A decrease in Services and Rents can be attributed to conferences, accommodations, and travel expenses as many conferences and seminars have moved to an online model.

#### Financial and Transfers / Revenue

The WSIB budget has increased by \$155,000 to align with actuals. HR records the cost of WSIB expenses; however, an offsetting revenue exists as these costs are recovered from the associated departments.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                      |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                      |
| Salaries and Benefits                 | \$1,253,612               | \$1,111,838                        | \$1,362,797               | \$1,396,831               | \$34,034                | 2.50%                |
| Purchase of Goods                     | \$4,593                   | \$2,013                            | \$4,500                   | \$8,000                   | \$3,500                 | 77.78%               |
| Services and Rents                    | \$746,352                 | \$447,574                          | \$389,812                 | \$378,849                 | (\$10,963)              | (2.81%)              |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Financial and Transfers               | <u>\$915,339</u>          | <u>\$806,502</u>                   | <u>\$791,000</u>          | <u>\$946,988</u>          | <u>\$155,988</u>        | <u>19.72%</u>        |
| <b>Subtotal</b>                       | <b>\$2,919,896</b>        | <b>\$2,367,927</b>                 | <b>\$2,548,109</b>        | <b>\$2,730,668</b>        | <b>\$182,559</b>        | <b>7.16%</b>         |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                      |
| 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                       | \$1,560                            | \$0                       | \$0                       | \$0                     | 0.00%                |
| Internal Revenue                      | \$915,545                 | \$734,254                          | \$785,000                 | \$940,000                 | \$155,000               | 19.75%               |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>         |
| <b>Subtotal</b>                       | <b><u>\$915,545</u></b>   | <b><u>\$735,814</u></b>            | <b><u>\$785,000</u></b>   | <b><u>\$940,000</u></b>   | <b><u>\$155,000</u></b> | <b><u>19.75%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$2,004,351</u></b> | <b><u>\$1,632,113</u></b>          | <b><u>\$1,763,109</u></b> | <b><u>\$1,790,668</u></b> | <b><u>\$27,559</u></b>  | <b><u>1.56%</u></b>  |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                      |
| Gross Capital                         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>         |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$2,004,351</u></b> | <b><u>\$1,632,113</u></b>          | <b><u>\$1,763,109</u></b> | <b><u>\$1,790,668</u></b> | <b><u>\$27,559</u></b>  | <b><u>1.56%</u></b>  |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change           | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|------------------------|---------------------|
| Human Resources Administration     | \$1,197,666               | \$909,427                          | \$991,321                 | \$1,000,370               | \$9,049                | 0.91%               |
| Employee Development               | \$129,013                 | \$110,625                          | \$105,057                 | \$99,215                  | (\$5,842)              | (5.56%)             |
| Benefits Administration            | \$677,672                 | \$612,061                          | \$666,731                 | \$691,083                 | \$24,352               | 3.65%               |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$2,004,351</u></b> | <b><u>\$1,632,113</u></b>          | <b><u>\$1,763,109</u></b> | <b><u>\$1,790,668</u></b> | <b><u>\$27,559</u></b> | <b><u>1.56%</u></b> |

# Financial Services

## 2022 Budget Submission

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, payroll, 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.

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### 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. Commitment to technological innovation and infrastructure to support City services and continued investment in ITT Security.
- 

## Commentary / Budget Variances

### Salaries and Benefits

Salaries and Benefits represent incremental and contractual obligations and a net increase of one staff member to the Corporation. An HR position was moved to Financial Services to coincide with the relocation of the Payroll Department while another position was transferred from Housing Services to support both payroll and insurance functions. ITT has included a partial year of an Operations Support position to address the ongoing and increasing need for departmental and project support.

### Purchase of Goods

The decrease in Purchase of Goods is due to a reallocation of expenses to Services and Rents related to ITT charges and chargebacks.

### Services and Rents

The increase of \$527,965 in Services and Rents is related to a new corporate computer lease (\$45,000), updates to both the Long-Term Financial Plan (\$55,000) and Development Charge (DC) study (\$60,000), corporate software requirements (\$87,000), Sharepoint and Application Support (\$40,000) and departmental software requirements (\$237,000), including those budgeted for Housing Services which are new to ITT.

### Financial and Transfers

A contribution to reserves of \$100,000 for ITT related to infrastructure is included in the 2022 Budget. This contribution is subsequently being utilized to offset the cost of the ITT capital project in 2022 (Virtual Host Infrastructure Upgrade).

### Revenue

The increase in Provincial and Federal Grants in 2022 is COVID-19 funding to support the implementation of Clear Risk software and updates to the Bids and Tenders website as the City continues to move services online. Fees, Service Charges, & Misc Revenue have increased as revenue from Development Charges will offset the cost of the DC Study. Hardware and software purchases flow through ITT and are charged back to the respective departments. These costs are recovered through Internal Revenue. The recovery for departmental hardware and software items increased by \$150,100.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                      |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                      |
| Salaries and Benefits                 | \$2,445,625               | \$2,205,559                        | \$2,583,752               | \$2,936,654               | \$352,902               | 13.66%               |
| Purchase of Goods                     | \$212,550                 | \$120,002                          | \$282,014                 | \$169,220                 | (\$112,794)             | (40.00%)             |
| Services and Rents                    | \$1,319,600               | \$1,276,443                        | \$1,331,826               | \$1,859,791               | \$527,965               | 39.64%               |
| Financing LTD Principal & Interest    | \$610                     | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Financial and Transfers               | <u>\$72,319</u>           | <u>\$94,835</u>                    | <u>\$69,189</u>           | <u>\$171,903</u>          | <u>\$102,714</u>        | <u>148.45%</u>       |
| <b>Subtotal</b>                       | <b>\$4,050,704</b>        | <b>\$3,696,839</b>                 | <b>\$4,266,781</b>        | <b>\$5,137,568</b>        | <b>\$870,787</b>        | <b>20.41%</b>        |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                      |
| Provincial and Federal Grants         | \$80,940                  | \$0                                | \$0                       | \$31,000                  | \$31,000                | 100.00%              |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Fees, Service Charges, & Misc Revenue | \$208,928                 | \$191,898                          | \$186,400                 | \$243,000                 | \$56,600                | 30.36%               |
| Internal Revenue                      | \$644,605                 | \$606,658                          | \$660,376                 | \$810,476                 | \$150,100               | 22.73%               |
| Contribution from Reserves            | <u>\$91,000</u>           | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>         |
| <b>Subtotal</b>                       | <b><u>\$1,025,473</u></b> | <b><u>\$798,556</u></b>            | <b><u>\$846,776</u></b>   | <b><u>\$1,084,476</u></b> | <b><u>\$237,700</u></b> | <b><u>28.07%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$3,025,231</u></b> | <b><u>\$2,898,283</u></b>          | <b><u>\$3,420,005</u></b> | <b><u>\$4,053,092</u></b> | <b><u>\$633,087</u></b> | <b><u>18.51%</u></b> |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                      |
| Gross Capital                         | \$0                       | \$0                                | \$290,000                 | \$100,000                 | (\$190,000)             | (65.52%)             |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$290,000)</u>        | <u>(\$100,000)</u>        | <u>\$190,000</u>        | <u>(65.52%)</u>      |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$3,025,231</u></b> | <b><u>\$2,898,283</u></b>          | <b><u>\$3,420,005</u></b> | <b><u>\$4,053,092</u></b> | <b><u>\$633,087</u></b> | <b><u>18.51%</u></b> |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| Auditing and Accounting            | \$1,927,483               | \$1,747,172                        | \$2,038,635               | \$2,376,522               | \$337,887               | 16.57%               |
| ITT Services                       | <u>\$1,097,748</u>        | <u>\$1,151,111</u>                 | <u>\$1,381,370</u>        | <u>\$1,676,570</u>        | <u>\$295,200</u>        | <u>21.37%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$3,025,231</u></b> | <b><u>\$2,898,283</u></b>          | <b><u>\$3,420,005</u></b> | <b><u>\$4,053,092</u></b> | <b><u>\$633,087</u></b> | <b><u>18.51%</u></b> |



## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                         | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | 2022<br>TAX BASE |
|-------------------------------------|-------------------------|-----------------------------|------------------|-----------|-----------------|---------|---------------------|------------------|
|                                     |                         |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |                  |
| <b>FINANCIAL SERVICES</b>           |                         |                             |                  |           |                 |         |                     |                  |
| <b>ITT Services</b>                 |                         |                             |                  |           |                 |         |                     |                  |
| Virtual Host Infrastructure Upgrade |                         | 100.0                       |                  |           |                 |         | 100.0               |                  |
| Corporate Data Storage              | 100.0                   |                             |                  |           |                 |         |                     |                  |
| Network Infrastructure              | 100.0                   |                             |                  |           |                 |         |                     |                  |
| <b>Accounting Services</b>          |                         |                             |                  |           |                 |         |                     |                  |
| Asset Management Planning Software  | 90.0                    |                             |                  |           |                 |         |                     |                  |
| <b>Financial Services Total</b>     | 290.0                   | 100.0                       | -                | -         | -               | -       | 100.0               | -                |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 290.0               |                  |           |                 | 290.0   |                     |          |
| 2020 Council Approved Capital | 75.0                | 75.0             |           |                 |         |                     |          |
| 2019 Council Approved Capital |                     |                  |           |                 |         |                     |          |
| 2018 Council Approved Capital | 898.0               |                  | 768.0     |                 |         | 20.0                | 110.0    |

# Financial Services

**Project Name:** Virtual Host Infrastructure Upgrade

**Funding:** \$100,000 Equipment and Vehicle Reserve

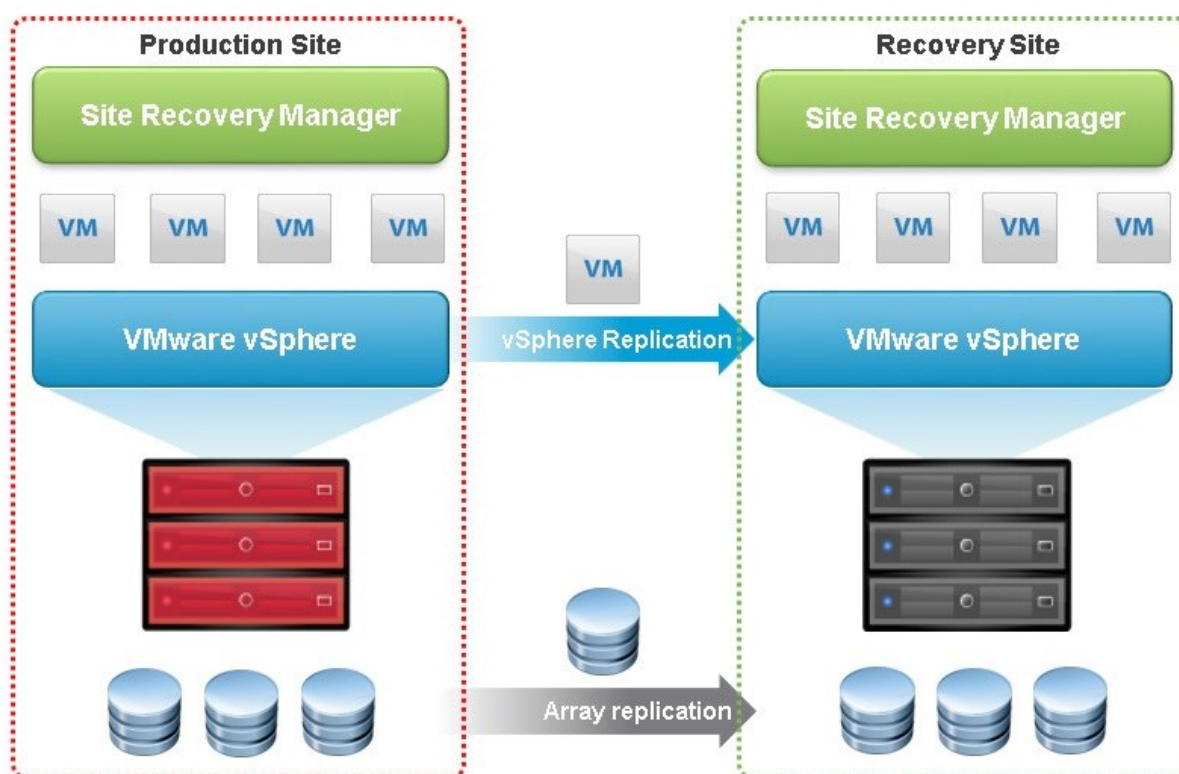
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Over the years, ITT has reduced the number of physical servers required to host corporate applications and data by implementing virtual hosts environments. As the physical infrastructure that hosts the virtual environments ages, version upgrades become harder and harder to implement and roll-out. Currently ITT manages 8 virtual hosts of which 4 are production hosts and 4 are for disaster recovery/redundancy (DR). Currently our DR hosts are in need of upgrading.

Due to the current age of our DR site, we cannot proceed with any upgrades of the virtual software. Given this, both our production and DR sites are running versions that are not current. Specifically, the DR site has hardware limitations and is currently running an end-of-life version due to this limitation.

This project will provide ITT with the means to acquire and deploy hardware for the DR site that would then facilitate a virtual software upgrade for both production and DR sites.

Anticipated cost for this project is \$100,000 for the replacement hardware and memory upgrade on both production and DR from 196GB to 256GB.



## 2022 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2022 - 2031

#### FINANCIAL SERVICES

| DESCRIPTION                            | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|----------------------------------------|------|------|------|------|------|------|------|------|------|------|
| <b>ITT Services</b>                    |      |      |      |      |      |      |      |      |      |      |
| ITT Master Plan                        |      |      |      | 100  |      |      |      |      |      |      |
| Sharepoint                             |      |      |      |      |      |      |      | 100  |      |      |
| Desktop Virtualization                 |      | 150  |      |      |      |      |      |      |      |      |
| Corporate Data Storage                 |      |      |      | 100  |      |      |      |      |      |      |
| Hosts for Virtual Servers              | 100  |      |      |      | 150  |      |      |      | 150  |      |
| Network Infrastructure                 |      | 100  |      |      | 100  |      |      | 100  |      |      |
| <b>Accounting Services</b>             |      |      |      |      |      |      |      |      |      |      |
| Upgrade Accounting / Budgeting Systems |      |      | 160  |      |      |      |      |      |      | 180  |
| <b>Total Capital</b>                   | 100  | 250  | 160  | 200  | 250  | -    | -    | 200  | 150  | 180  |

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# Non-Departmental

## 2022 Budget Submission

This section holds all transactional items related to corporate revenue: taxation, OMPF, POA, Investment Income, Interest on Taxes, Sale of Land, etc.

Financial transfers; such as, tax refunds, contributions to reserves, property assessment services (MPAC), charity rebates, and other transfers for HoTC, Brownfield and Affordable Housing programs.

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### Revenue

The chart below outlines the changes in Revenue from the 2021 budget to the 2022 submission.

| Description                                                                                                                                                                                                                                                                                 | 2021<br>Budget      | 2022<br>Submission  | \$<br>Change       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|--------------------|
| <b>Taxation</b><br>In the proposed budget, revenue from property taxes would increase by \$2,781,753 (3.59%). This represents an increase of \$85.91 (3.19%) to the average property.                                                                                                       | \$77,588,224        | \$80,369,977        | \$2,781,753        |
| <b>Payments in Lieu, Supplementary Taxation, and Growth</b><br>Payments in Lieu of taxation will see an increase of \$4,574. It is expected that supplementary taxation will increase by \$1,230,000 in 2022 (2021 \$900,000), with growth budgeted at \$298,000 for 2022 (2021 \$830,000). | \$2,187,671         | \$3,720,245         | \$1,532,574        |
| <b>Provincial and Federal Grants</b><br>The 2022 OMPF allocation is \$4,666,100 (an increase of \$145,500 compared to 2021). They City will see an increase of \$21,900 in POA revenue in 2022.                                                                                             | \$5,012,600         | \$5,180,000         | \$167,400          |
| <b>Fee, Service Charges &amp; Misc Revenue</b><br>The City has budgeted to recover a deposit amount paid to its benefit provider for \$200,000. Other changes represent investment income and interest on taxes.                                                                            | \$958,535           | \$1,254,478         | \$295,943          |
| <b>Total Revenue</b>                                                                                                                                                                                                                                                                        | <b>\$85,747,030</b> | <b>\$90,524,700</b> | <b>\$4,777,670</b> |

## Operating and Capital Financial Summary

|                                           | 2020<br>Actuals              | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget               | 2022<br>Submission           | \$<br>Change                | %<br>Change         |
|-------------------------------------------|------------------------------|------------------------------------|------------------------------|------------------------------|-----------------------------|---------------------|
| <b>OPERATING</b>                          |                              |                                    |                              |                              |                             |                     |
| <b>EXPENDITURES</b>                       |                              |                                    |                              |                              |                             |                     |
| Salaries and Benefits                     | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Purchase of Goods                         | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Services and Rents                        | \$79,620                     | (\$45,461)                         | \$0                          | \$0                          | \$0                         | 0.00%               |
| Financing LTD Principal & Interest        | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Financial and Transfers                   | <u>\$9,581,916</u>           | <u>\$3,304,949</u>                 | <u>\$4,080,333</u>           | <u>\$4,029,177</u>           | <u>(\$51,156)</u>           | <u>(1.25%)</u>      |
| <b>Subtotal</b>                           | <b>\$9,661,536</b>           | <b>\$3,259,488</b>                 | <b>\$4,080,333</b>           | <b>\$4,029,177</b>           | <b>(\$51,156)</b>           | <b>(1.25%)</b>      |
| <b>REVENUE</b>                            |                              |                                    |                              |                              |                             |                     |
| Taxation                                  | \$75,331,396                 | \$71,122,535                       | \$77,588,224                 | \$80,369,977                 | \$2,781,753                 | 3.59%               |
| Payments in Lieu & Supplementary & Growth | \$2,487,108                  | \$2,032,822                        | \$2,187,671                  | \$3,720,245                  | \$1,532,574                 | 70.06%              |
| Provincial and Federal Grants             | \$5,298,901                  | \$5,017,150                        | \$5,012,600                  | \$5,180,000                  | \$167,400                   | 3.34%               |
| Other Municipalities                      | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Fees, Service Charges, & Misc Revenue     | \$1,719,276                  | \$902,951                          | \$958,535                    | \$1,254,478                  | \$295,943                   | 30.87%              |
| Internal Revenue                          | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Contribution from Reserves                | <u>\$17,211</u>              | <u>\$14,459</u>                    | <u>\$0</u>                   | <u>\$0</u>                   | <u>\$0</u>                  | <u>0.00%</u>        |
| <b>Subtotal</b>                           | <b><u>\$84,853,892</u></b>   | <b><u>\$79,089,917</u></b>         | <b><u>\$85,747,030</u></b>   | <b><u>\$90,524,700</u></b>   | <b><u>\$4,777,670</u></b>   | <b><u>5.57%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>      | <b><u>(\$75,192,356)</u></b> | <b><u>(\$75,830,429)</u></b>       | <b><u>(\$81,666,697)</u></b> | <b><u>(\$86,495,523)</u></b> | <b><u>(\$4,828,826)</u></b> | <b><u>5.91%</u></b> |
| <b>CAPITAL</b>                            |                              |                                    |                              |                              |                             |                     |
| Gross Capital                             | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Capital Funding                           | <u>\$0</u>                   | <u>\$0</u>                         | <u>\$0</u>                   | <u>\$0</u>                   | <u>\$0</u>                  | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>        | <b><u>\$0</u></b>            | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>            | <b><u>\$0</u></b>            | <b><u>\$0</u></b>           | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>        | <b><u>(\$75,192,356)</u></b> | <b><u>(\$75,830,429)</u></b>       | <b><u>(\$81,666,697)</u></b> | <b><u>(\$86,495,523)</u></b> | <b><u>(\$4,828,826)</u></b> | <b><u>5.91%</u></b> |

### Financial and Transfers

The chart below outlines the changes in Financial and Transfers from the 2021 budget to the 2022 submission.

| Description                          | 2021<br>Budget     | 2022<br>Submission | \$<br>Change      |
|--------------------------------------|--------------------|--------------------|-------------------|
| Tax Refunds                          | \$1,000,000        | \$1,000,000        | -                 |
| Tax increment Grants                 | 1,045,430          | 1,057,176          | 11,746            |
| Property Assessment                  | 500,000            | 500,000            | -                 |
| Charitable Rebate Program            | 128,400            | 126,058            | (2,342)           |
| Other Financial                      | 853                | 793                | (60)              |
| Contribution to Reserves             |                    |                    |                   |
| Repayment to Working Reserves (DC's) | 300,000            | 300,000            | -                 |
| Tax Stabilization                    | -                  | -                  | -                 |
| Interest Income                      | 108,000            | 110,000            | 2,000             |
| Capital Levy                         | 522,400            | 720,500            | 198,100           |
| Life Cycle Costing                   | 300,000            | -                  | (300,000)         |
| HoTC Non Refundable TIG              | 143,000            | 182,400            | 39,400            |
| HoTC Capital Outlay repayment        | 32,250             | 32,250             | -                 |
| <b>Total</b>                         | <b>\$4,080,333</b> | <b>\$4,029,177</b> | <b>(\$51,156)</b> |

### Tax Refunds

The 2020 tax year was the last year in the current 4-year assessment cycle, based on 2016 CVA. As a result of the Ontario Government's continued postponement of the Assessment Update, the 2022 tax year will be based on the fully phased-in January 1, 2016 current values. There will be no phased-in growth in 2022. For the City of Cornwall, 15,284 (94.9%) of 16,104 residential properties will not have a property assessment change from 2021.



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# 2022

## BUDGET SUBMISSION

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SHARED SERVICES

- ONTARIO WORKS ■
- CHILDREN'S SERVICES ■
- HOUSING SERVICES ■
- GLEN STOR DUN LODGE ■
- CORNWALL SDG PARAMEDIC SERVICES ■

# Ontario Works

## 2022 Budget Submission

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.).

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### 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.

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### Commentary / Budget Variances

#### Salaries and Benefits

A number of retirements and staff vacancies in this category have resulted in a reduction of full-time staff. Due to changes at the provincial level, some of these positions are not being filled at this time.

#### Purchase of Goods

The increase is related to one-time purchases for digital signage and modernization requirements which are fully funded from reserves.

#### Services and Rents

Funds to clients are aligned with trend (note: as of 2023, the department will no longer be providing employment services to clients). There is a one-time increase to training costs which will cover training for staff to prepare for changes that are coming in 2023 (modernization and life stabilization).

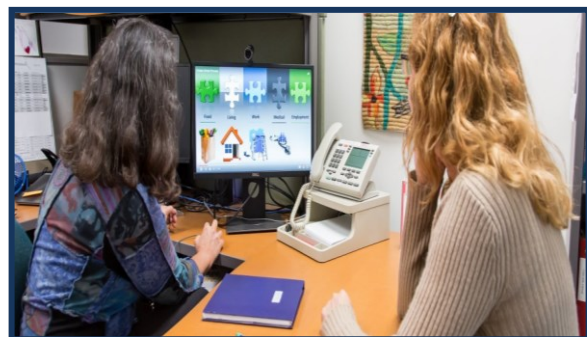
#### Financial and Transfers

Ontario Works caseload increases expected in 2021 did not materialize; however, are increasing to these anticipated levels in 2022. Client benefit expenditures in the 2022 budget have been kept at the 2021 level.

#### Provincial and Federal Grants

Provincial funding is received from 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 allocations for 2022 continue to be frozen at 2018 levels and consistent with 2021 allocations. A funding formula change is anticipated for 2023.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals            | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change              | %<br>Change            |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|------------------------|
| <b>OPERATING</b>                      |                            |                                    |                            |                            |                           |                        |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                        |
| Salaries and Benefits                 | \$3,396,008                | \$2,682,920                        | \$3,595,692                | \$3,341,274                | (\$254,418)               | (7.08%)                |
| Purchase of Goods                     | \$59,504                   | \$18,404                           | \$43,025                   | \$133,110                  | \$90,085                  | 209.38%                |
| Services and Rents                    | \$925,703                  | \$606,943                          | \$1,146,555                | \$1,088,518                | (\$58,037)                | (5.06%)                |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$16,405,866</u>        | <u>\$10,065,300</u>                | <u>\$19,343,220</u>        | <u>\$19,342,684</u>        | <u>(\$536)</u>            | <u>(0.00%)</u>         |
| <b>Subtotal</b>                       | <b><u>\$20,787,081</u></b> | <b><u>\$13,373,567</u></b>         | <b><u>\$24,128,492</u></b> | <b><u>\$23,905,586</u></b> | <b><u>(\$222,906)</u></b> | <b><u>(0.92%)</u></b>  |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                        |
| Provincial and Federal Grants         | \$19,726,253               | \$12,427,356                       | \$22,897,187               | \$22,802,808               | (\$94,379)                | (0.41%)                |
| Other Municipalities                  | \$491,898                  | \$476,617                          | \$522,129                  | \$493,883                  | (\$28,246)                | (5.41%)                |
| Fees, Service Charges, & Misc Revenue | \$50                       | \$24,658                           | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Internal Revenue                      | \$2,059                    | \$7,938                            | \$7,938                    | \$12,413                   | \$4,475                   | 56.37%                 |
| Contribution from Reserves            | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$95,372</u>            | <u>\$95,345</u>            | <u>(\$27)</u>             | <u>(0.03%)</u>         |
| <b>Subtotal</b>                       | <b><u>\$20,220,260</u></b> | <b><u>\$12,936,569</u></b>         | <b><u>\$23,522,626</u></b> | <b><u>\$23,404,449</u></b> | <b><u>(\$118,177)</u></b> | <b><u>(0.50%)</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$566,821</u></b>    | <b><u>\$436,998</u></b>            | <b><u>\$605,866</u></b>    | <b><u>\$501,137</u></b>    | <b><u>(\$104,729)</u></b> | <b><u>(17.29%)</u></b> |
| <b>CAPITAL</b>                        |                            |                                    |                            |                            |                           |                        |
| Gross Capital                         | \$0                        | \$0                                | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                | <u>0.00%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>    |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$566,821</u></b>    | <b><u>\$436,998</u></b>            | <b><u>\$605,866</u></b>    | <b><u>\$501,137</u></b>    | <b><u>(\$104,729)</u></b> | <b><u>(17.29%)</u></b> |

# Children's Services

## 2022 Budget Submission

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 12 operators for 33 sites and a licensed Home Child Care Agency for up to 20 sites to ensure sufficient childcare 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.

A 5-year service plan that supports the goals and objectives of the division.

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### Description

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

### 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 / Budget Variances

#### Salaries and Benefits

Staffing levels have decreased as a result of the full year closure of the directly operated childcare centre (Richelieu Daycare) and realignment/implementation of Special Needs Resourcing. Increases represent incremental and contractual obligations.

#### Purchase of Goods

The reduction in Purchase of Goods is related to expenditures for Richelieu Daycare that are no longer required in the 2022 budget.

#### Services and Rents

One-time transitional funding of \$341.5k provided in 2021 offset costs that we have reduced in 2022. The new Workforce program, initiated in 2022, will have \$729k in associated costs and is 100% provincially funded. Other expenses are in line with trend and offset by an increase in general operating grants.

#### Revenue

Funding is based on the second year of a two-year funding formula change implemented by the Ministry of Education.

Effective January 1, 2022, the cap on cost shared administrative funding will be reduced from 10% to 5%. Consolidated Municipal Service Managers (CMSMs) will be required to cost share all administrative funding at a rate of 50/50 with the Ministry of Education.

Historically, the municipal contribution has been limited to the minimum required by the Ministry. For the past 10 years this amount has been between \$469,000 and \$619,000.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals            | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change            | %<br>Change          |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|-------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                         |                      |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                         |                      |
| Salaries and Benefits                 | \$1,406,776                | \$1,187,350                        | \$1,420,836                | \$1,266,413                | (\$154,423)             | (10.87%)             |
| Purchase of Goods                     | \$18,211                   | \$11,307                           | \$21,350                   | \$5,600                    | (\$15,750)              | (73.77%)             |
| Services and Rents                    | \$8,497,167                | \$9,544,299                        | \$10,175,769               | \$10,525,992               | \$350,223               | 3.44%                |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%                |
| Financial and Transfers               | <u>\$11,518</u>            | <u>\$8,845</u>                     | <u>\$23,600</u>            | <u>\$24,043</u>            | <u>\$443</u>            | <u>1.88%</u>         |
| <b>Subtotal</b>                       | <b>\$9,933,672</b>         | <b>\$10,751,801</b>                | <b>\$11,641,555</b>        | <b>\$11,822,048</b>        | <b>\$180,493</b>        | <b>1.55%</b>         |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                         |                      |
| Provincial and Federal Grants         | \$8,469,171                | \$9,328,489                        | \$10,149,843               | \$10,410,156               | \$260,313               | 2.56%                |
| Other Municipalities                  | \$27,463                   | \$229,537                          | \$250,402                  | \$277,369                  | \$26,967                | 10.77%               |
| Fees, Service Charges, & Misc Revenue | \$620,468                  | \$545,420                          | \$346,500                  | \$565,136                  | \$218,636               | 63.10%               |
| Internal Revenue                      | \$1,096,845                | \$398,255                          | \$624,013                  | \$161,952                  | (\$462,061)             | (74.05%)             |
| Contribution from Reserves            | \$0                        | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%                |
| <b>Subtotal</b>                       | <b><u>\$10,213,947</u></b> | <b><u>\$10,501,701</u></b>         | <b><u>\$11,370,758</u></b> | <b><u>\$11,414,613</u></b> | <b><u>\$43,855</u></b>  | <b><u>0.39%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>(\$280,275)</u></b>  | <b><u>\$250,100</u></b>            | <b><u>\$270,797</u></b>    | <b><u>\$407,435</u></b>    | <b><u>\$136,638</u></b> | <b><u>50.46%</u></b> |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                         |                      |
| Gross Capital                         | \$0                        | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%                |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>              | <u>0.00%</u>         |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>(\$280,275)</u></b>  | <b><u>\$250,100</u></b>            | <b><u>\$270,797</u></b>    | <b><u>\$407,435</u></b>    | <b><u>\$136,638</u></b> | <b><u>50.46%</u></b> |

# Housing Services

## 2022 Budget Submission

Housing Services offers quality, safe and affordable housing for seniors, families and adults. The Corporation owns 720 senior apartments, 21 Affordable Housing units geared to seniors, 32 Affordable Housing units geared to non-seniors and 458 family units in Cornwall and the Three United Counties of Stormont, Dundas and Glengarry.

Housing Services (SH) 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).

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### Description

To ensure that individuals with low-to-moderate incomes, seniors, or those 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/maintain/stabilize housing.
2. To support and promote efforts that help maintain and preserve suitable existing housing stock in the community.
3. To encourage the development of appropriate and affordable new housing.

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### Commentary / Budget Variances

Housing Programs is responsible for the governance of social housing rental units within the City of Cornwall and SDG, as well as addressing local priorities to better meet the needs of individuals and families experiencing homelessness or are at risk of becoming homeless.

Housing Services (formerly Cornwall and Area Housing Corporation (CAHC)) is responsible for the administration of 1,175 rental units within the City of Cornwall and SDG.

### Salaries and Benefits

The increase is related to a full year of the Project and Asset Management Coordinator, which is partially offset by revenues. Other increases represent the inclusion of Housing Services (formerly CAHC) which was a part of Financial and Transfers in prior years.

One staff member was transferred from Housing Services to Financial Services to support both payroll and insurance functions. The addition of a maintenance staff member is included in 2022 and represents a net increase of one position to the Corporation. Other increases represent incremental and contractual obligations.

### Purchase of Goods

Under the Community Homelessness Prevention Initiative (CHPI), line items like food provisions and transportation fluctuate regularly to meet client needs. CHPI is 100% funded by the Ministry (MMAH). Other increases represent the inclusion of Housing Services (formerly CAHC) which was a part of Financial and Transfers in prior years.

### Services and Rents

A recent rent supplement program review indicates that we need to keep up with market averages and as such, need to increase funding to preserve agreements. A 5-year phase-in (based on a 20% turn-over vacancy) has resulted in a recommended Year 1 increase of \$261,216. There are increased costs for items such as utilities and other minor services. Other increases represent the inclusion of Housing Services (formerly CAHC) which was a part of Financial and Transfers in prior years.

### Financial and Transfers

We received 100% Federal/Provincial funding from the Canada-Ontario Community Housing Initiative (COCHI) (additional funding for capital repairs to current Social Housing units) and from the Ontario Priorities Housing Initiative (OPHI). The decrease in Financial and Transfers is primarily related to the redistribution of expenses for Housing Services (formerly CAHC) to Salaries and Benefits, Purchase of Goods, and Services and Rents.

### Revenues

Housing Services is primarily funded by rental revenues and municipal subsidies. Contributions from reserves have increased by \$410,000 and support the purchase of appliances and moving costs for the new location at 550 Ninth St, the digitization of tenant files, the rebranding of materials and signage, and costs related to the CAHC merger.

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals            | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change              | %<br>Change           |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|-----------------------|
| <b>OPERATING</b>                      |                            |                                    |                            |                            |                           |                       |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                       |
| Salaries and Benefits                 | \$783,019                  | \$731,820                          | \$1,068,206                | \$3,539,821                | \$2,471,615               | 231.38%               |
| Purchase of Goods                     | \$31,853                   | \$70,259                           | \$20,544                   | \$2,624,980                | \$2,604,436               | 12677.36%             |
| Services and Rents                    | \$5,237,199                | \$4,314,234                        | \$1,887,909                | \$3,388,641                | \$1,500,732               | 79.49%                |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$843,069                  | \$843,069                 | 100.00%               |
| Financial and Transfers               | <u>\$14,088,946</u>        | <u>\$11,904,462</u>                | <u>\$11,847,798</u>        | <u>\$11,581,309</u>        | <u>(\$266,489)</u>        | <u>(2.25%)</u>        |
| <b>Subtotal</b>                       | <b>\$20,141,017</b>        | <b>\$17,020,775</b>                | <b>\$14,824,457</b>        | <b>\$21,977,820</b>        | <b>\$7,153,363</b>        | <b>48.25%</b>         |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                       |
| Provincial and Federal Grants         | \$12,660,760               | \$10,373,571                       | \$8,332,944                | \$7,843,455                | (\$489,489)               | (5.87%)               |
| Other Municipalities                  | \$1,620,130                | \$1,545,774                        | \$1,448,742                | \$1,583,676                | \$134,934                 | 9.31%                 |
| Fees, Service Charges, & Misc Revenue | \$13,848                   | \$1,163                            | \$0                        | \$6,973,459                | \$6,973,459               | 100.00%               |
| Internal Revenue                      | \$534,408                  | \$424,715                          | \$208,173                  | \$493,819                  | \$285,646                 | 137.22%               |
| Contribution from Reserves            | <u>\$0</u>                 | <u>\$100,000</u>                   | <u>\$100,000</u>           | <u>\$510,000</u>           | <u>\$410,000</u>          | <u>410.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$14,829,146</u></b> | <b><u>\$12,445,223</u></b>         | <b><u>\$10,089,859</u></b> | <b><u>\$17,404,409</u></b> | <b><u>\$7,314,550</u></b> | <b><u>72.49%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$5,311,871</u></b>  | <b><u>\$4,575,552</u></b>          | <b><u>\$4,734,598</u></b>  | <b><u>\$4,573,411</u></b>  | <b><u>(\$161,187)</u></b> | <b><u>(3.40%)</u></b> |
| <b>CAPITAL</b>                        |                            |                                    |                            |                            |                           |                       |
| Gross Capital                         | \$0                        | \$0                                | \$1,039,660                | \$1,039,660                | \$0                       | 0.00%                 |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>(\$237,562)</u>         | <u>(\$237,562)</u>         | <u>\$0</u>                | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$802,098</u></b>    | <b><u>\$802,098</u></b>    | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$5,311,871</u></b>  | <b><u>\$4,575,552</u></b>          | <b><u>\$5,536,696</u></b>  | <b><u>\$5,375,509</u></b>  | <b><u>(\$161,187)</u></b> | <b><u>(2.91%)</u></b> |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change              | %<br>Change           |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------|
| Housing Programs                   | \$1,906,011               | \$212,175                          | \$875,535                 | \$1,185,934               | \$310,399                 | 35.45%                |
| Housing Services                   | <u>\$3,405,860</u>        | <u>\$4,363,377</u>                 | <u>\$4,661,161</u>        | <u>\$4,189,575</u>        | <u>(\$471,586)</u>        | <u>(10.12%)</u>       |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$5,311,871</u></b> | <b><u>\$4,575,552</u></b>          | <b><u>\$5,536,696</u></b> | <b><u>\$5,375,509</u></b> | <b><u>(\$161,187)</u></b> | <b><u>(2.91%)</u></b> |





# 2022 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                         | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |        |           | RESERVES        |         |                     | 2022<br>TAX BASE |
|-----------------------------------------------------|-------------------------|-----------------------------|------------------|--------|-----------|-----------------|---------|---------------------|------------------|
|                                                     |                         |                             | GRANTS           | SDG    | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |                  |
| <b>HOUSING SERVICES</b>                             | 1,039.66                |                             |                  |        |           |                 |         |                     |                  |
| Ingleside Backup Generator                          |                         | 250.00                      |                  | 57.12  |           |                 |         |                     | 192.88           |
| Iroquois Kitchen Renovations                        |                         | 335.00                      |                  | 76.54  |           |                 |         |                     | 258.46           |
| Roof Anchor Maintenance                             |                         | 10.00                       |                  | 2.29   |           |                 |         |                     | 7.71             |
| Sewer Replacement Phase 2                           |                         | 250.00                      |                  | 57.12  |           |                 |         |                     | 192.88           |
| Electrical Panel Maintenance at High Rise Buildings |                         | 35.00                       |                  | 8.00   |           |                 |         |                     | 27.00            |
| Consulting Services - Exterior Brick                |                         | 25.00                       |                  | 5.71   |           |                 |         |                     | 19.29            |
| Accessible Door Ramp                                |                         | 5.00                        |                  | 1.14   |           |                 |         |                     | 3.86             |
| Asphalt Repairs to Parking Lots                     |                         | 35.00                       |                  | 8.00   |           |                 |         |                     | 27.00            |
| Sidewalk Replacement                                |                         | 7.00                        |                  | 1.60   |           |                 |         |                     | 5.40             |
| Social Housing Apartment Renovations                |                         | 77.66                       |                  | 17.75  |           |                 |         |                     | 59.91            |
| Maintenance Equipment Replacement                   |                         | 10.00                       |                  | 2.29   |           |                 |         |                     | 7.71             |
| <b>Housing Services Total</b>                       | 1,039.66                | 1,039.66                    | -                | 237.56 | -         | -               | -       | -                   | 802.10           |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                          | GROSS<br>SUBMISSION | EXTERNAL FUNDING |        |           | RESERVES        |         |                     | TAX BASE |
|--------------------------------------|---------------------|------------------|--------|-----------|-----------------|---------|---------------------|----------|
|                                      |                     | GRANTS           | SDG    | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| <b>2021 Council Approved Capital</b> | 1,039.66            |                  | 237.56 |           |                 |         |                     | 802.10   |
| <b>2020 Council Approved Capital</b> | 1,039.66            |                  | 237.56 |           |                 |         |                     | 802.10   |
| <b>2019 Council Approved Capital</b> | 1,039.66            |                  | 237.56 |           |                 |         |                     | 802.10   |
| <b>2018 Council Approved Capital</b> | 1,039.66            |                  | 237.56 |           |                 |         |                     | 802.10   |

As part of the City's Transfer payment to CAHC, capital funding was funded at \$1.039 million since devolution (2001). With CAHC coming in house at January 1, 2022, capital projects are being included as part of City's capital budget.

Please note that the capital budget dollars for Social Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of social housing to municipalities in 2001. Cornwall Not-for-Profit Housing capital budgets are set by the provincial funding and legislation associated with Non-Profit Social Housing.

# Housing Services

**Project Name:** Ingleside Backup Generator

**Location:** Dickenson Drive, Ingleside

**Funding:** \$192,880 Tax Base (City)  
\$ 57,120 SDG  
\$250,000

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The building located on Dickenson Dr. in Ingleside is currently the only Housing site that does not have an emergency backup generator. These generators provide emergency power to the life safety equipment, elevator(s), hallway lighting, etc. during times of extended power outages.



# Housing Services

**Project Name:** Iroquois Kitchen Renovations

**Location:** Dundas St., Iroquois

**Funding:** \$258,460 Tax Base (City)  
\$ 76,540 SDG  
\$335,000

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## **Iroquois Kitchen Renovations - \$260,000**

The kitchen cupboards in these apartments are original to the building since 1975. Included in the project is upgraded GFI receptacles, range hood fan, along with the new cupboards. This is the last of the County buildings to have the kitchens replaced. This project aligns with the Building Condition Assessment (2016).

## **Purchase of Energy Efficient Fridges and Stoves - \$75,000**

The kitchen appliances at this site are scheduled to be replaced, as per the building condition assessment from 2016. In addition to kitchen cupboards, fridges are also replaced with slightly larger units that are more energy efficient. New stoves all have safety burners. As such, included in this bulk purchase are 10 fridges and 10 stoves for the overall replacement of inventory.

# Housing Services

**Project Name:**     **Roof Anchor Maintenance**

**Location:**         **15 Edward St, Cornwall**

**Funding:**         \$ 7,710 Tax Base (City)  
                       \$ 2,290 SDG  
                       \$10,000

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Roof anchor points are used to connect lanyards, lifelines, and other forms of tie-off which prevent a worker from falling. Roof anchors can be as simple as a D-ring connections or as complex as a complete lifeline system.

It is the duty and responsibility of the building owner and a mandatory requirement of most Occupational Health and Safety legislation to have fall protection equipment and roof safety anchors inspected. If an anchor system is not inspected and maintained annually, then the system will need to be inspected before it's next use, which may result in delays to any work that needs to be carried out.

The roof anchors system at 15 Edward St. requires maintenance, and some upgrades based on the annual roof anchor inspection.



# Housing Services

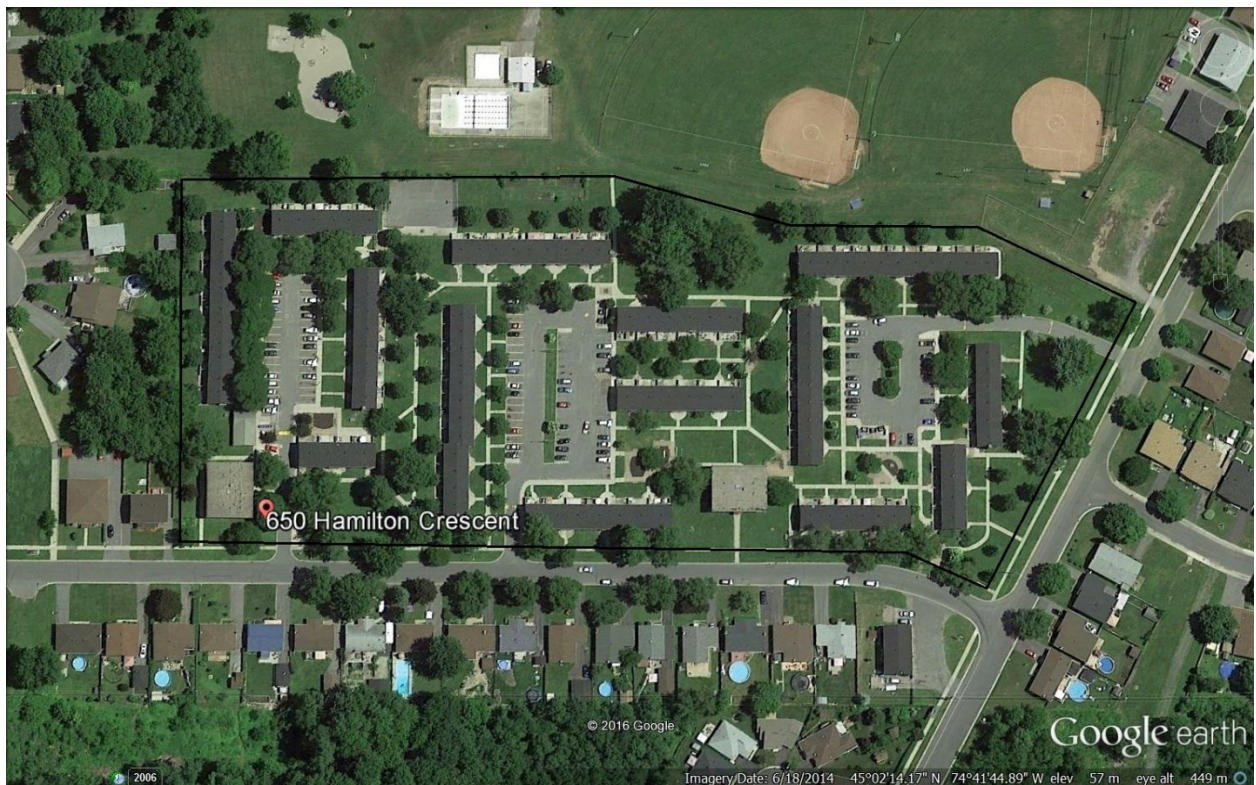
**Project Name:** Sewer Replacement Phase 2

**Location:** Hamilton Cres., Cornwall

**Funding:** \$192,880 Tax Base (City)  
\$ 57,120 SDG  
\$250,000

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This property is 58 years old and is the largest family housing community in the City of Cornwall. Due to the age of the property, the storm, sewer, and watermain are at the end of their useful life. The full sewer and wastewater system needs to be replaced or repaired. This is phase 2 of a four-year multi-phase project that commenced in 2021.



# Housing Services

**Project Name:** Electrical Panel Maintenance at High Rise Buildings

**Location:** All locations in Cornwall, Stormont, Dundas and Glengarry

**Funding:** \$27,000 Tax Base (City)  
\$ 8,000 SDG  
\$35,000

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During a recent electrical safety inspection, the Electrical Safety Authority (ESA) indicated that most of the building electrical equipment is original to the buildings. The 10 storey high rise buildings have the most equipment, and that equipment should be checked for safe operation and for hotspots.

According to the last Building Condition Assessment (2016), some of this equipment is recommended to be replaced in 2022. The ESA has recommended that this maintenance program could avoid full replacement and help extend the life of existing equipment. The equipment replacement could cost as much as \$1 million if a maintenance program is not implemented.





# Housing Services

**Project Name:** Consulting Services - Exterior Brick

**Location:** 24 & 120 Augustus St., Cornwall

**Funding:** \$19,290 Tax Base (City)  
\$ 5,710 SDG  
\$25,000

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A consultant is being hired to review the exterior brick walls at both 24 & 120 Augustus St. to identify any irregularities and/or determine structural integrity. In addition, this consultant will provide recommendations for future longevity and repairs to be undertaken.



# Housing Services

**Project Name:** Accessible Door Ramp

**Location:** Dundas St., Iroquois

**Funding:** \$3,860 Tax Base (City)  
\$1,140 SDG  
\$5,000

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Currently, there is no ramp at the Dundas St. location in Iroquois. The east door is the most used by the tenants. Due to its frequency of use, tenants would benefit from a handicap accessible ramp at this entrance.





# Housing Services

**Project Name:** Asphalt Repairs to Parking Lots

**Location:** 24 Augustus St., Cornwall and Dundas St., Iroquois

**Funding:** \$27,000 Tax Base (City)  
\$ 8,000 SDG  
\$35,000

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## **Asphalt Repairs to Parking Lot at 24 Augustus St. (\$20,000)**

A section of the rear parking lot at 24 Augustus St. has deteriorated considerably over the last few years. It is becoming a safety hazard for the tenants and staff who park there.



## **Asphalt Repairs to Parking Lot at Iroquois (\$15,000)**

The west entrance to the parking lot at 10 Dundas St. in Iroquois has been repaired over the last few years; however, sections need to be replaced for health and safety reasons.



# Housing Services

**Project Name:** Sidewalk Replacement

**Location:** Water St., Chesterville

**Funding:** \$5,400 Tax Base (City)  
\$1,600 SDG  
\$7,000

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The sidewalk at the front of the building is being affected by tree roots from a large tree. It has been determined that the sidewalk should be relocated closer to the building. The tenants would also benefit from a health and safety perspective.



# Housing Services

**Project Name:** Social Housing Apartment Renovations

**Location:** 540 Adolphus St., 24 Augustus St., 15 Edward St. in Cornwall

**Funding:** \$59,910 Tax Base (City)  
\$17,750 SDG  
\$77,660

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These renovations itemized below include a full re-fresh of the housing units and can include replacement of kitchens, doors, electrical panels, painting, bathroom fixtures and plumbing, and flooring. Work is done to modernize units and repair any excessive damage to units. This project aligns with the Building Condition Assessment (2016).

**540 Adolphus St., Cornwall - Apartment Renovations - \$10,000**

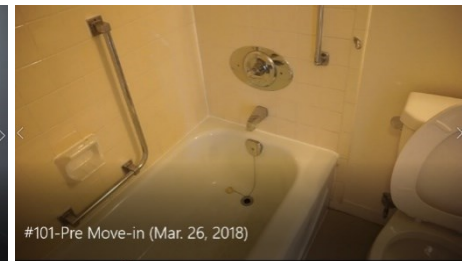
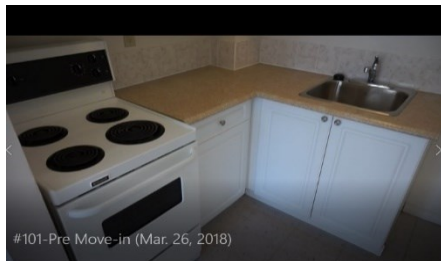
Over the last 13 years the units at 540 Adolphus St. have been renovated as they became vacant. Currently there are only 13 units left to renovate. This funding is set aside to renovate these units once they become vacant. This project aligns with the Building Condition Assessment (2016).

**24 Augustus St., Cornwall - Apartment Renovations - \$25,000**

This renovation project has been ongoing for 9 years. The remaining 34 apartments will be completed as they become vacant. This project aligns with the Building Condition Assessment (2016).

**15 Edward St., Cornwall - Apartment Renovations - \$42,660**

This renovation project has been ongoing for 6 years with the remaining 75 apartments to be completed as they become vacant.



# Housing Services

**Project Name:** Maintenance Equipment Replacement

**Location:** All locations in Cornwall, Stormont, Dundas and Glengarry

**Funding:** \$ 7,710 Tax Base (City)  
\$ 2,290 SDG  
\$10,000

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This equipment enables maintenance staff to maintain properties efficiently and safely, while also ensuring they are well manicured and safe for tenants and visitors. Staff undertake all lawn and grounds maintenance and snow clearing of resident pathways, sidewalks, and entrances.



# Glen Stor Dun Lodge

## 2022 Budget Submission

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.

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### 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.

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## Commentary / Budget Variances

### Salaries and Benefits

The increase in Salaries and Benefits is for the hiring of RNs, RPNs, and PSWs which aligns with the province's commitment to provide an average of 4 hours of daily direct care per resident each day by March 31, 2025. The province is funding this investment for long-term care homes.

### Purchase of Goods

The GSDL has moved to replacing all toilets in the home to eco friendly toilets. To date, this has represented a cost savings of \$25K. Therefore, we expect more cost savings for 2022 once all toilets are changed. This is offset by increased costs for cleaning and medical supplies.

### Services and Rents

The costing model for Meals on Wheels has been revised and instead of charging labour cost per meal served, labour charges are allocated directly through Salaries and Benefits. As a result, a reduction in contracted services of \$108K has been observed.

### Financing LTD Principal & Interest

These costs are related to the financing of the generator and HVAC system approved in 2021.

### Financial & Transfer

As recommended by the leadership team and supported by the Committee of Management, the GSDL has created a \$250K reserve fund to support capital expenditures.

### Revenue

The GSDL receives funding from several sources. Revenues from the Ministry are based on funding envelopes for specific programs as well as formula-based funding centered on resident acuity (Case Mix Index (CMI)). As noted for 2022, the GSDL will be receiving an additional \$1.1M for additional staffing to meet the 4hrs of care ratio the government has promised. We also expect an increase in funding for resident acuity in 2022.

### Outreach Programs

There is a reduction in Outreach costs due to virtual programming and cost reduction model for the Meals on Wheels Program. An additional \$16K has been budgeted into the Outreach Program to support the Senior Friendly Committee in their efforts to operate the Seniors on Wheels program for the 2022 season.





## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals            | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change              | %<br>Change            |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                           |                        |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                        |
| Salaries and Benefits                 | \$10,855,112               | \$9,530,125                        | \$11,527,218               | \$13,015,813               | \$1,488,595               | 12.91%                 |
| Purchase of Goods                     | \$1,547,911                | \$1,194,738                        | \$1,496,738                | \$1,493,311                | (\$3,427)                 | (0.23%)                |
| Services and Rents                    | \$741,704                  | \$643,017                          | \$728,658                  | \$620,700                  | (\$107,958)               | (14.82%)               |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$58,600                   | \$58,600                  | 100.00%                |
| Financial and Transfers               | <u>\$111,171</u>           | <u>\$125,426</u>                   | <u>\$127,647</u>           | <u>\$367,452</u>           | <u>\$239,805</u>          | <u>187.87%</u>         |
| <b>Subtotal</b>                       | <b>\$13,255,898</b>        | <b>\$11,493,306</b>                | <b>\$13,880,261</b>        | <b>\$15,555,876</b>        | <b>\$1,675,615</b>        | <b>12.07%</b>          |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                        |
| Provincial and Federal Grants         | \$7,073,008                | \$5,983,469                        | \$7,059,687                | \$8,514,282                | \$1,454,595               | 20.60%                 |
| Other Municipalities                  | \$766,727                  | \$766,821                          | \$836,535                  | \$998,768                  | \$162,233                 | 19.39%                 |
| Fees, Service Charges, & Misc Revenue | \$4,247,984                | \$3,566,054                        | \$4,372,123                | \$4,156,336                | (\$215,787)               | (4.94%)                |
| Internal Revenue                      | \$3,650                    | \$30,338                           | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Contribution from Reserves            | <u>\$25,000</u>            | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                | <u>0.00%</u>           |
| <b>Subtotal</b>                       | <b><u>\$12,116,369</u></b> | <b><u>\$10,346,682</u></b>         | <b><u>\$12,268,345</u></b> | <b><u>\$13,669,386</u></b> | <b><u>\$1,401,041</u></b> | <b><u>11.42%</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$1,139,529</u></b>  | <b><u>\$1,146,624</u></b>          | <b><u>\$1,611,916</u></b>  | <b><u>\$1,886,490</u></b>  | <b><u>\$274,574</u></b>   | <b><u>17.03%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                           |                        |
| Gross Capital                         | \$291,450                  | \$149,870                          | \$1,119,000                | \$375,000                  | (\$744,000)               | (66.49%)               |
| Capital Funding                       | \$0                        | \$0                                | (\$969,130)                | (\$350,500)                | \$618,630                 | (63.83%)               |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$291,450</u></b>    | <b><u>\$149,870</u></b>            | <b><u>\$149,870</u></b>    | <b><u>\$24,500</u></b>     | <b><u>(\$125,370)</u></b> | <b><u>(83.65%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$1,430,979</u></b>  | <b><u>\$1,296,494</u></b>          | <b><u>\$1,761,786</u></b>  | <b><u>\$1,910,990</u></b>  | <b><u>\$149,204</u></b>   | <b><u>8.47%</u></b>    |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Resident Services                  | \$568,717                 | \$672,507                          | \$786,057                 | \$1,011,874               | \$225,817               | 28.73%              |
| Maintenance                        | \$651,195                 | \$542,815                          | \$701,549                 | \$706,405                 | \$4,856                 | 0.69%               |
| Outreach Programs                  | \$211,067                 | \$81,172                           | \$274,180                 | \$192,711                 | (\$81,469)              | (29.71%)            |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$1,430,979</u></b> | <b><u>\$1,296,494</u></b>          | <b><u>\$1,761,786</u></b> | <b><u>\$1,910,990</u></b> | <b><u>\$149,204</u></b> | <b><u>8.47%</u></b> |

## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                                                    | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |              |           | RESERVES        |          |                     | 2022<br>TAX BASE |
|--------------------------------------------------------------------------------|-------------------------|-----------------------------|------------------|--------------|-----------|-----------------|----------|---------------------|------------------|
|                                                                                |                         |                             | GRANTS           | SDG          | Financing | DEV.<br>CHARGES | GAS TAX  | SPECIFIC<br>RESERVE |                  |
| <b>GLEN STOR DUN LODGE</b>                                                     |                         |                             |                  |              |           |                 |          |                     |                  |
| Resident Equipment                                                             | 50.0                    | 35.00                       |                  | 10.50        |           |                 |          |                     | 24.50            |
| Building Requirements                                                          | 60.0                    | 230.00                      | 81.30            |              |           |                 |          | 148.70              |                  |
| Kitchen & Laundry Equipment                                                    | 44.0                    | 110.00                      |                  |              |           |                 |          | 110.00              |                  |
| Backup Generator (to support new HVAC unit)                                    | 650.0                   |                             |                  |              |           |                 |          |                     |                  |
| Air Supply Units                                                               | 230.0                   |                             |                  |              |           |                 |          |                     |                  |
| Passenger Elevators Hydraulic Modernization &<br>Inground Cylinder Replacement | 85.0                    |                             |                  |              |           |                 |          |                     |                  |
| <b>Glen Stor Dun Lodge Total</b>                                               | <b>1,119.00</b>         | <b>375.00</b>               | <b>81.30</b>     | <b>10.50</b> | <b>-</b>  | <b>-</b>        | <b>-</b> | <b>258.70</b>       | <b>24.50</b>     |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                          | GROSS<br>SUBMISSION | EXTERNAL FUNDING |               |               | RESERVES        |         |                     | TAX BASE      |
|--------------------------------------|---------------------|------------------|---------------|---------------|-----------------|---------|---------------------|---------------|
|                                      |                     | GRANTS           | COUNTIES      | Financing     | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |               |
| <b>2021 Council Approved Capital</b> | <b>1,119.00</b>     | <b>254.90</b>    | <b>64.23</b>  | <b>650.00</b> |                 |         |                     | <b>149.87</b> |
| <b>2020 Council Approved Capital</b> | <b>431.50</b>       |                  | <b>129.45</b> |               |                 |         |                     | <b>302.05</b> |
| <b>2019 Council Approved Capital</b> | <b>399.00</b>       |                  | <b>119.70</b> |               |                 |         |                     | <b>279.30</b> |
| <b>2018 Council Approved Capital</b> | <b>576.50</b>       |                  | <b>172.95</b> |               |                 |         |                     | <b>403.55</b> |

# Glen Stor Dun Lodge

**Project Name:** Resident Equipment

**Funding:** \$ 24,500 Cornwall (Tax Base)  
\$ 10,500 SDG  
\$ 35,000

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## **Ceiling Lifts (\$15,000)**

As per our lift replacement program, the GSDL have started adding additional ceiling lifts in our resident rooms. Currently, 33 out of the 120 rooms have been set up with this equipment. The goal is to install ceiling tracks in every room with the capacity of adding a lift mechanism to the track as needed. This project will address approximately 6 lifts.



## **Electric Beds (\$15,000)**

Similar to our lift replacement program initiated in 2017, we have begun replacing electric beds as replacement parts are becoming obsolete. There are currently 82 high-low beds spread throughout the facility. With new Hi-Low beds estimated at \$2,500 each, approximately 10 beds will be replaced in 2022.



## **Mattresses (\$5,000)**

For infection control purposes, stained mattresses must be discarded and replaced with new ones. This project will address the replacement of 5 to 10 mattresses in 2022.





# Glen Stor Dun Lodge

**Project Name:** Building Requirements

**Funding:** \$148,700 Municipal Buildings Reserve  
\$ 81,300 MOHLTC (Minor Capital Program)  
\$230,000

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## **Bathing and Personal Care Room Modernization - 4th floor (\$60,000)**

The Bathing and Personal Care room hasn't been updated/modernized since the date of construction and is in need of an upgrade. This project is to provide the necessary upgrades to this room for the residents of the GSDL. This is a three (3) year project.



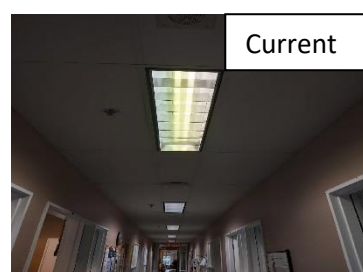
## **Prefabricated Shed & Cement Foundation (\$40,000)**

The outside shed, located at the west end of GSDL, requires replacement as the current canvas shed is starting to lose its structural form and the canvas cover is beginning to rip in several places. This shed has been deemed a health and safety issue. A prefabricated shed is preferable as it can deter wildlife and store items in a closed and secure fashion. The shed will be used to store the GSDL's patio furniture, BBQ's and any other gardening equipment.



## **LED Lighting Project (\$75,000)**

Fluorescent lighting (bulbs and rods) is currently being replaced with LED lights. LED lights provide better lighting in the hallways and less flickering. Better lighting provides a safer environment for our residents and use considerably less electricity. This is a two (2) year project.



## **Indoor Furniture Replacement (\$15,000)**

Some indoor resident furniture has reached the end of its useful life and needs to be replaced. This project will address furniture needs, such as: lounging chairs, loveseats, rockers, bedside tables and/or chest of drawers.

## **Air Conditioning Units (\$40,000)**

This project is to repair the existing air conditioning units in the administration corridor and regulate temperature levels between the offices. The air conditioning units are not functioning properly and are leaking into the staff locker room. Temperature levels can vary drastically from office to office. During the summer months, two offices are extremely cold while the other offices are at normal temperature.

# Glen Stor Dun Lodge

**Project Name:** Kitchen & Laundry Equipment

**Funding:** \$110,000 Municipal Buildings Reserve

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## **Dietary Equipment (\$25,000)**

The 2022 budget includes a continued investment in our major kitchen equipment used to prepare meals for our residents and seniors in the community through our Meals on Wheels program. In 2022, the items to be replaced include a Cleveland Steam Jacketed 150-gallon soup kettle and the 80-quart stand mixer to replace our old potato mixer.

## **Replacement of Washing Machines and Lint Trap (\$85,000)**

The GSDL has a total of 3 commercial grade washing machines continuously working 365 days a year and 10 hours a day. These machines were purchased used (20+ years) and require continued repairs and preventative maintenance. Due to age of the machines, replacement parts are becoming obsolete, making repairs more challenging. Replacement machines will be more energy and water efficient. This project is part of a 10-year capital replacement plan.



# 2022 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST

FOR THE YEARS 2022 - 2031

GLEN-STOR-DUN-LODGE

| DESCRIPTION          |                                                     | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         |
|----------------------|-----------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1                    | <b>Building Requirements</b>                        |              |              |              |              |              |              |              |              |              |              |
|                      | Outdoor Furniture Replacement                       |              |              | 10.0         |              |              | 10.0         |              |              | 10.0         |              |
|                      | Cement Walkway Repairs                              |              | 30.0         |              |              | 30.0         |              |              | 30.0         |              |              |
|                      | Spa Room Modernization 4th floor                    | 60.0         |              |              |              |              |              |              |              |              | 60.0         |
|                      | Spa room modernization 3rd floor                    |              | 60.0         |              |              |              |              |              |              |              |              |
|                      | Spa room modernization 2nd floor                    |              |              | 60.0         |              |              |              |              |              |              |              |
|                      | Indoor Furniture Replacement                        | 15.0         |              | 15.0         |              | 15.0         |              | 15.0         |              | 15.0         |              |
|                      | Awning - Gazebo                                     |              | 20.0         |              |              |              |              |              | 20.0         |              |              |
|                      | Exterior prefab shed & cement foundation            | 40.0         |              |              |              |              |              |              |              |              |              |
|                      | Domestic Water Heater Tank Replacement - Kitchen    |              |              | 40.0         |              |              |              |              |              |              |              |
|                      | Domestic Water Heater Tank Replacement - Laundry    |              |              | 5.0          |              |              |              |              |              |              |              |
|                      | LED strip lighting (hallways & resident rooms)      | 75.0         | 75.0         |              |              |              |              |              | 10.0         |              |              |
|                      | Elevator modernization (service elevator)           |              |              | 150.0        |              |              |              |              |              |              |              |
|                      | Asphalt                                             |              |              |              | 150.0        | 150.0        | 150.0        |              |              |              |              |
|                      | Air Conditioning Units- Laundry Retrofit (2 into 1) |              | 40.0         |              |              |              |              |              |              | 50.0         |              |
|                      | Air Conditioning Units- Admin Corridor to 4 offices | 40.0         |              |              |              |              |              |              |              |              |              |
|                      | <b>Total Building Requirements</b>                  | <b>230.0</b> | <b>225.0</b> | <b>280.0</b> | <b>150.0</b> | <b>195.0</b> | <b>160.0</b> | <b>15.0</b>  | <b>60.0</b>  | <b>75.0</b>  | <b>60.0</b>  |
| 2                    | <b>Flooring Replacement</b>                         |              |              |              |              |              |              |              |              |              |              |
|                      | 2nd floor repairs                                   |              |              |              |              |              | 50.0         |              |              |              |              |
|                      | 3rd floor repairs                                   |              |              |              |              |              |              | 50.0         |              |              |              |
|                      | 4th floor repairs                                   |              |              |              |              |              |              |              | 50.0         |              |              |
|                      | Ground Floor                                        |              | 250.0        |              |              |              |              |              |              |              | 50.0         |
|                      | Common Areas                                        |              |              |              |              |              |              |              |              | 50.0         |              |
|                      | <b>Total Flooring Replacement</b>                   | <b>0.0</b>   | <b>250.0</b> | <b>0.0</b>   | <b>0.0</b>   | <b>0.0</b>   | <b>50.0</b>  | <b>50.0</b>  | <b>50.0</b>  | <b>50.0</b>  | <b>50.0</b>  |
| 3                    | <b>Kitchen / Laundry Equipment</b>                  |              |              |              |              |              |              |              |              |              |              |
|                      | Condensers for Main Kitchen Fridge & Freezers       |              |              |              |              |              |              | 50.0         |              |              |              |
|                      | Dining Room Chairs, Tables & Furnishings            |              |              |              | 25.0         |              |              |              | 25.0         |              |              |
|                      | Range, Oven and Open fry pot                        |              |              | 25.0         |              |              |              | 25.0         |              |              |              |
|                      | Laundry lint trap reconfiguration                   | 35.0         |              |              |              |              |              |              |              |              |              |
|                      | Dietary Equipment                                   | 25.0         |              | 40.0         |              | 40.0         |              | 40.0         |              | 40.0         |              |
|                      | Washing Machines - Laundry                          | 50.0         |              |              |              |              |              |              |              |              |              |
|                      | Dryers - Laundry                                    |              | 50.0         |              |              |              |              |              |              |              |              |
|                      | <b>Total Kitchen / Laundry Equipment</b>            | <b>110.0</b> | <b>50.0</b>  | <b>65.0</b>  | <b>25.0</b>  | <b>40.0</b>  | <b>0.0</b>   | <b>115.0</b> | <b>25.0</b>  | <b>40.0</b>  | <b>0.0</b>   |
| 4                    | <b>Resident Equipment</b>                           |              |              |              |              |              |              |              |              |              |              |
|                      | Ceiling Lifts                                       | 15.0         | 30.0         | 30.0         | 30.0         |              | 30.0         |              | 30.0         |              |              |
|                      | Electric Beds                                       | 15.0         |              | 10.0         |              |              |              | 10.0         |              |              |              |
|                      | Bath Tubs                                           |              |              |              | 50.0         | 50.0         | 50.0         |              |              |              |              |
|                      | Bedroom Furniture                                   |              |              | 20.0         |              |              | 20.0         |              | 20.0         |              | 20.0         |
|                      | Mattresses                                          | 5.0          |              | 10.0         |              | 10.0         |              | 10.0         |              | 10.0         |              |
|                      | Beauty Parlor Furnishings                           |              |              |              |              |              | 10.0         |              |              |              |              |
|                      | <b>Total Resident Equipment</b>                     | <b>35.0</b>  | <b>30.0</b>  | <b>70.0</b>  | <b>80.0</b>  | <b>60.0</b>  | <b>110.0</b> | <b>20.0</b>  | <b>50.0</b>  | <b>10.0</b>  | <b>20.0</b>  |
| <b>Total Capital</b> |                                                     | <b>375.0</b> | <b>555.0</b> | <b>415.0</b> | <b>255.0</b> | <b>295.0</b> | <b>320.0</b> | <b>200.0</b> | <b>185.0</b> | <b>175.0</b> | <b>130.0</b> |

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# Cornwall SDG Paramedic Services

## 2022 Budget Submission



Cornwall SDG Paramedic Services provides 24-hour 365-day emergency coverage to over 111,000 residents and visitors to our community. As the regional designated delivery agent for Land Ambulance Service, the City of Cornwall maintains 7 ambulance stations throughout the Counties of Stormont, Dundas and Glengarry. The annual budget includes:

- The provision of Ambulance Services for the area of Cornwall, Stormont, Dundas, and Glengarry.
- The provision of hospital avoidance strategies through the Community Paramedic Program.
- The provision of a Public Access Defibrillator Program for the area of Cornwall, Stormont, Dundas, and Glengarry.

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### Description

Paramedics are employed to provide care to injured or ill people. The level of care and acceptable response times goals are determined by council.

The Community Paramedic (CP) program utilizes paramedics to respond to people who reside within Cornwall and SD&G to reduce the reliance on 911 for non-emergent care needs and to reduce 'off-load times' at the emergency department.

The Public Access Defibrillator (PAD) program places and maintains these life saving devices in public buildings throughout the region.

### Key Goals

1. Meet legislated responsibilities under the Ambulance Act.
2. Curb the lengthening response time trend by adding additional staff to the road. Attempt to decrease long term absences through mental resiliency training. Where legislation permits develop alternative models of care for patients.
3. Utilize increased Provincial funding to expand the Community Paramedic Program to reduce ambulance transport by treating patients safely at home.
4. Maintain the current complement of Public Access Defibrillators.

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## Commentary / Budget Variances

### Salaries and Benefits

The 2022 budget submission reflects an increase in front line staffing for Paramedics, Logistics, and the Community Paramedicine (CP) Program. Additional staffing is needed to address a consistent increase in call volume, call duration, complexity, and new programing. Salaries and Benefits has increased by \$1,948,761 or 15%, and represents staffing increases along with incremental and contractual obligations.

### Purchase of Goods

Supply chain disruptions caused by COVID-19 have resulted in a cost increase of \$39,000 for medications and other medical supplies. The cost of fuel and the anticipated additional mileage will increase fuel costs by \$60,000. The overall increase in Purchase of Goods is \$111,509 or 11%.

### Services and Rents

Psychological health and safety in the workplace requires an investment in mental resiliency training and psychological supports. Advanced Care training, supervisor training, and Primary Care training will provide the education and skill sets necessary to address continuous improvement, staff retention, and succession planning. The cost of additional training is \$158,500.

There is also an increase in the CP program which is fully funded by the Ministry of Health and Long Term Care (MOHLTC) of \$171,500. Overall, the increase in Services and Rents is \$391,356 or 35%.

### Revenue

The 2022 budget assumes an increase from the MOHLTC (50/50 funding) of \$216,540. The CP Program is funded completely by the Provincial Government and has increased \$963,520 to address hospital avoidance and contribute to the Home and Community Care initiatives. These initiatives find alternative solutions to hospital occupancy for people waiting for long-term care beds.

Overall, Provincial funding has increased \$1,144,769 or 15% and the United Counties will see an increase of \$747,544 or 14% based on the budget submission. During the Shared Services Liaison meeting of November 9, 2021, the United Counties supported this budget proposal.

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals            | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change              | %<br>Change          |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                           |                      |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                      |
| Salaries and Benefits                 | \$11,895,626               | \$11,511,144                       | \$12,730,221               | \$14,678,982               | \$1,948,761               | 15.31%               |
| Purchase of Goods                     | \$688,311                  | \$755,353                          | \$1,015,071                | \$1,126,580                | \$111,509                 | 10.99%               |
| Services and Rents                    | \$1,010,110                | \$940,342                          | \$1,118,219                | \$1,509,575                | \$391,356                 | 35.00%               |
| Financing LTD Principal & Interest    | \$104,354                  | \$86,962                           | \$104,354                  | \$104,354                  | \$0                       | 0.00%                |
| Financial and Transfers               | <u>\$1,454,025</u>         | <u>\$797,371</u>                   | <u>\$991,415</u>           | <u>\$1,000,602</u>         | <u>\$9,187</u>            | <u>0.93%</u>         |
| <b>Subtotal</b>                       | <b>\$15,152,426</b>        | <b>\$14,091,172</b>                | <b>\$15,959,280</b>        | <b>\$18,420,093</b>        | <b>\$2,460,813</b>        | <b>15.42%</b>        |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                      |
| Provincial and Federal Grants         | \$7,506,057                | \$6,770,990                        | \$7,651,983                | \$8,796,752                | \$1,144,769               | 14.96%               |
| Other Municipalities                  | \$4,821,077                | \$4,451,181                        | \$5,215,285                | \$5,962,829                | \$747,544                 | 14.33%               |
| Fees, Service Charges, & Misc Revenue | \$146,833                  | \$176,613                          | \$0                        | \$0                        | \$0                       | 0.00%                |
| Internal Revenue                      | \$0                        | \$43,379                           | \$0                        | \$114,671                  | \$114,671                 | 100.00%              |
| Contribution from Reserves            | \$96,408                   | \$77,500                           | \$99,474                   | \$102,632                  | \$3,158                   | 3.17%                |
| <b>Subtotal</b>                       | <b><u>\$12,570,375</u></b> | <b><u>\$11,519,663</u></b>         | <b><u>\$12,966,742</u></b> | <b><u>\$14,976,884</u></b> | <b><u>\$2,010,142</u></b> | <b><u>15.50%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$2,582,051</u></b>  | <b><u>\$2,571,509</u></b>          | <b><u>\$2,992,538</u></b>  | <b><u>\$3,443,209</u></b>  | <b><u>\$450,671</u></b>   | <b><u>15.06%</u></b> |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                           |                      |
| Gross Capital                         | \$0                        | \$21,807                           | \$950,000                  | \$1,126,000                | \$176,000                 | 18.53%               |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>(\$950,000)</u>         | <u>(\$1,126,000)</u>       | <u>(\$176,000)</u>        | <u>18.53%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$21,807</u></b>             | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$2,582,051</u></b>  | <b><u>\$2,593,316</u></b>          | <b><u>\$2,992,538</u></b>  | <b><u>\$3,443,209</u></b>  | <b><u>\$450,671</u></b>   | <b><u>15.06%</u></b> |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| Cornwall SDG Paramedic Services    | \$2,582,051               | \$2,593,316                        | \$2,992,538               | \$3,443,209               | \$450,671               | 15.06%               |
| Community Paramedic                | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$2,582,051</u></b> | <b><u>\$2,593,316</u></b>          | <b><u>\$2,992,538</u></b> | <b><u>\$3,443,209</u></b> | <b><u>\$450,671</u></b> | <b><u>15.06%</u></b> |



## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                  | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |          |                     | 2022<br>TAX BASE |
|----------------------------------------------|-------------------------|-----------------------------|------------------|-----------|-----------------|----------|---------------------|------------------|
|                                              |                         |                             | SDG              | FINANCING | DEV.<br>CHARGES | GAS TAX  | SPECIFIC<br>RESERVE |                  |
| <b>Cornwall SDG Paramedic Services</b>       |                         |                             |                  |           |                 |          |                     |                  |
| Ambulance Replacement                        | 800.0                   | 760.0                       |                  |           |                 |          | 760.0               |                  |
| Power Cot Replacement                        | 75.0                    | 81.0                        |                  |           |                 |          | 81.0                |                  |
| Paramedic Response Units                     |                         | 285.0                       |                  |           |                 |          | 285.0               |                  |
| Toughbook Computers                          | 75.0                    |                             |                  |           |                 |          |                     |                  |
| <b>Cornwall SDG Paramedic Services Total</b> | <b>950.0</b>            | <b>1,126.0</b>              | <b>-</b>         | <b>-</b>  | <b>-</b>        | <b>-</b> | <b>1,126.0</b>      | <b>-</b>         |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 950.0               |                  |           |                 |         | 950.0               |          |
| 2020 Council Approved Capital | 709.5               |                  |           |                 |         | 709.5               |          |
| 2019 Council Approved Capital | 660.0               |                  |           |                 |         | 660.0               |          |
| 2018 Council Approved Capital | 1,052.0             |                  | 435.0     |                 |         | 617.0               |          |



# Cornwall SDG Paramedic Services

**Project Name:** Ambulance Replacement

**Funding:** \$760,000 Land Ambulance Reserve

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The fleet renewal program for ambulances is ongoing, with three to five units being replaced each year. Ambulances are replaced in regular intervals to maintain their reliability as increased repair costs and downtime begins to occur after 48 months.

The fleet is comprised of 15 units, four of which will be replaced in 2022. One of these units will be part of the new 'box-off restoration' project that will refurbish the existing box and install it on a new chassis, saving about \$40k per unit. Along with the box, the PowerLoad lift assist device and PowerPro cot in that unit will also be retained as their life expectancy is twice that of the chassis.

It takes approximately 6 months to receive the vehicles after a purchase order has been issued. Three of the four replacement ambulances included in the 2022 budget submission are expected to be delivered by the Spring of 2022 and the unit entered into the box-restoration project will be ordered early in 2022 with an expected early fall delivery date. 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.



# Cornwall SDG Paramedic Services

**Project Name:** Power Cot Replacement

**Funding:** \$81,000 Land Ambulance Reserve

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Power cots are portable beds used to transport patients in an ambulance. These cots must meet specific regulations as detailed in the Ambulance Act. These cots are also selected because they have a hydraulic system which lifts the patient to a loading height and minimizes the weight a paramedic must lift over the course of their shift, drastically reducing the risk of musculoskeletal injuries.

As part of the Asset Management Plan, three cots will be replaced in 2022. The replacement cycle for the entire fleet of power cots was staggered over 5 years, beginning in 2020. All new cots will be compatible with the PowerLoad cot lifting devices installed in our new ambulances.



# Cornwall SDG Paramedic Services

**Project Name:** Paramedic Response Units

**Funding:** \$285,000 Land Ambulance Reserve

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A Paramedic Response Unit (PRU) is a fully equipped single paramedic unit that the service has employed since 2013. Since these PRU's are not capable of patient transport, they are not subject to hospital off-load delay times. They provide rapid response to 911 calls when ambulances are not immediately available.

The service currently has six (6) PRU's in the fleet. This project represents the beginning of a fleet renewal program for these vehicles. Three older units will be replaced in 2022 due to reduced reliability and rising servicing downtime and costs. As these were the first such units utilized by the service, we have learned that the fleet renewal program should be based on a seven-year life cycle.



## 2022 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2022 - 2031

#### CORNWALL SDG PARAMEDIC SERVICES

| DESCRIPTION                      | 2022           | 2023           | 2024         | 2025           | 2026           | 2027         | 2028         | 2029           | 2030           | 2031         |
|----------------------------------|----------------|----------------|--------------|----------------|----------------|--------------|--------------|----------------|----------------|--------------|
| Ambulance Replacement            | 760.0          | 680.0          | 480.0        | 800.0          | 880.0          | 760.0        | 600.0        | 1,000.0        | 1,120.0        | 680.0        |
| Power Cot Replacement            | 81.0           | 27.0           |              |                | 27.0           | 81.0         | 81.0         | 135.0          | 81.0           |              |
| ePCR Hardware                    |                |                | 70.0         |                |                | 70.0         |              |                | 70.0           |              |
| Automatic CPR Devices            |                | 18.0           | 72.0         | 54.0           | 90.0           | 54.0         |              |                | 18.0           | 72.0         |
| Paramedic Response Units         | 285.0          | 190.0          |              |                | 285.0          |              |              | 285.0          | 190.0          |              |
| Defibrillators                   |                |                |              | 900.0          |                |              |              |                | 900.0          |              |
| Defibrillator Retention Brackets |                |                |              | 60.0           |                |              |              |                | 60.0           |              |
| Public Access Defibrillators     |                | 40.0           | 156.0        | 156.0          | 50.0           |              | 50.0         |                | 160.0          | 160.0        |
| Ambulance Utilization Study      |                | 80.0           |              |                |                |              |              |                |                |              |
| Helmets                          |                | 60.0           |              |                |                |              |              |                |                |              |
| <b>Total Capital</b>             | <b>1,126.0</b> | <b>1,095.0</b> | <b>778.0</b> | <b>1,970.0</b> | <b>1,332.0</b> | <b>965.0</b> | <b>731.0</b> | <b>1,420.0</b> | <b>2,599.0</b> | <b>912.0</b> |

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# 2022

## BUDGET SUBMISSION

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PROTECTIVE SERVICES

FIRE AND EMERGENCY MANAGEMENT SERVICES ■

CORNWALL POLICE SERVICE ■

# Fire and Emergency Management Services

## 2022 Budget Submission

The City of Cornwall Fire Services (CFS) provides responsible emergency services and programs in partnership with our community. These services include: fire suppression, fire prevention and education programs, hazardous material response, water and ice rescue, medical call response, auto extrication, and training services.



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### Description

The CFS provides a multitude of emergency services in accordance with the City's Establishing and Regulating By-Law. 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 inspection and enforcement.
  3. Emergency response.
  4. Meet legislated responsibilities under the Emergency Management and Civic protection Act.
- 

### Commentary / Budget Variances

#### Salaries and Benefits

Salaries and Benefits has increased by 1.5% in the 2022 budget submission. As retirements occur and staff are replaced, the overall cost is lower for a number of years. Other increases represent incremental and contractual obligations.

#### Purchase of Goods

The 2022 budget submission includes an increase in specialized parts for fire fleet vehicles. The cost of these specialized parts has increased and are required to maintain the existing fleet. Also included in the 2022 budget is communications equipment (portable radios) that are reaching the end of their life cycle. An increase in bunker gear is required to replace aging and expired sets for staff members.

An operating enhancement for Fire Services includes the purchase of a Personal Water Craft rescue vessel (\$21,000) to provide our water rescue team with the capability of improving our rapid deployment and shallow water rescue access. It will improve response time and access to events above the Moses Saunders Dam. This purchase will be funded from the Equipment and Vehicle Reserve.

#### Services and Rents

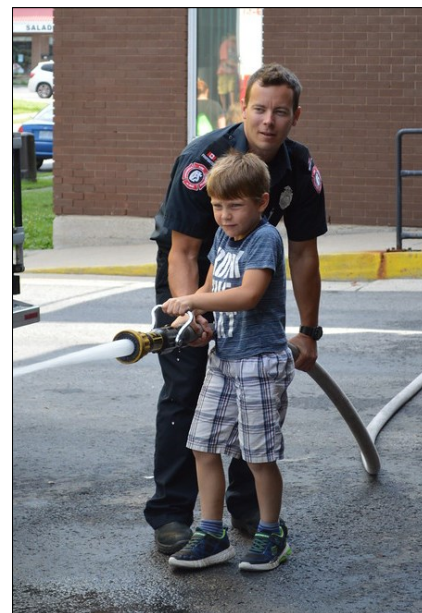
The increase in Services and Rents (\$46,749) is primarily related to the cost of staff and management training (\$23,900). Training costs have increased in lieu of the closure of the Ontario Fire College (OFC). An internal charge to support the repair and maintenance of Fire vehicles by Transit Services has increased (\$5,000). Communication upgrades for the ICO Technologies System (\$6,500) are also included in the 2022 budget submission.

#### Financial and Transfers

The increase in Financial and Transfers (\$108,900) is related to the DisasterLan Emergency Management System (DLan) software used by Emergency Management and a contribution to the reserves to offset future capital requirement. DLAN software (\$44,000) is fully funded through government grants. A contribution to the Vehicle and Equipment Reserve has increased by \$50,000. Fire Marque revenue has increased by \$15,000, and as a result, the amount contributed to the Fire Marque Reserve has increased by the same amount.

#### Revenue

An increase in revenue is attributed to government funding for DLAN software (\$44,000), an OFC grant (\$14,000), and recoveries through Fire Marque (\$15,000).





## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change            | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|----------------------------|----------------------------|-------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                            |                            |                         |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                            |                            |                         |                       |
| Salaries and Benefits                 | \$8,828,563               | \$7,955,725                        | \$9,190,506                | \$9,328,679                | \$138,173               | 1.50%                 |
| Purchase of Goods                     | \$282,292                 | \$368,756                          | \$339,850                  | \$403,650                  | \$63,800                | 18.77%                |
| Services and Rents                    | \$319,906                 | \$298,346                          | \$360,194                  | \$406,943                  | \$46,749                | 12.98%                |
| Financing LTD Principal & Interest    | \$272,473                 | \$227,061                          | \$273,243                  | \$273,242                  | (\$1)                   | (0.00%)               |
| Financial and Transfers               | <u>\$108,514</u>          | <u>\$82,848</u>                    | <u>\$79,100</u>            | <u>\$188,000</u>           | <u>\$108,900</u>        | <u>137.67%</u>        |
| <b>Subtotal</b>                       | <b>\$9,811,748</b>        | <b>\$8,932,736</b>                 | <b>\$10,242,893</b>        | <b>\$10,600,514</b>        | <b>\$357,621</b>        | <b>3.49%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                            |                            |                         |                       |
| Provincial and Federal Grants         | \$12,000                  | \$16,000                           | \$2,500                    | \$60,500                   | \$58,000                | 2320.00%              |
| Other Municipalities                  | \$0                       | \$0                                | \$12,000                   | \$12,000                   | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$51,852                  | \$55,309                           | \$27,500                   | \$45,500                   | \$18,000                | 65.45%                |
| Internal Revenue                      | \$0                       | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%                 |
| Contribution from Reserves            | <u>\$16,630</u>           | <u>\$43,500</u>                    | <u>\$25,000</u>            | <u>\$21,000</u>            | <u>(\$4,000)</u>        | <u>(16.00%)</u>       |
| <b>Subtotal</b>                       | <b><u>\$80,482</u></b>    | <b><u>\$114,809</u></b>            | <b><u>\$67,000</u></b>     | <b><u>\$139,000</u></b>    | <b><u>\$72,000</u></b>  | <b><u>107.46%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$9,731,266</u></b> | <b><u>\$8,817,927</u></b>          | <b><u>\$10,175,893</u></b> | <b><u>\$10,461,514</u></b> | <b><u>\$285,621</u></b> | <b><u>2.81%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                            |                            |                         |                       |
| Gross Capital                         | \$0                       | \$0                                | \$3,780,000                | \$150,000                  | (\$3,630,000)           | (96.03%)              |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$3,780,000)</u>       | <u>(\$150,000)</u>         | <u>\$3,630,000</u>      | <u>(96.03%)</u>       |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$9,731,266</u></b> | <b><u>\$8,817,927</u></b>          | <b><u>\$10,175,893</u></b> | <b><u>\$10,461,514</u></b> | <b><u>\$285,621</u></b> | <b><u>2.81%</u></b>   |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|----------------------------|----------------------------|-------------------------|---------------------|
| Administration/Prevention          | \$855,983                 | \$659,882                          | \$1,158,342                | \$1,382,261                | \$223,919               | 19.33%              |
| Suppression                        | \$8,801,662               | \$8,133,856                        | \$8,934,515                | \$9,034,295                | \$99,780                | 1.12%               |
| Emergency Management               | <u>\$73,621</u>           | <u>\$24,189</u>                    | <u>\$83,036</u>            | <u>\$44,958</u>            | <u>(\$38,078)</u>       | <u>(45.86%)</u>     |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$9,731,266</u></b> | <b><u>\$8,817,927</u></b>          | <b><u>\$10,175,893</u></b> | <b><u>\$10,461,514</u></b> | <b><u>\$285,621</u></b> | <b><u>2.81%</u></b> |



## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |            | RESERVES        |            |                     | 2022<br>TAX BASE |
|--------------------------------------------|-------------------------|-----------------------------|------------------|------------|-----------------|------------|---------------------|------------------|
|                                            |                         |                             | GRANTS           | FINANCING  | DEV.<br>CHARGES | GAS TAX    | SPECIFIC<br>RESERVE |                  |
| <b>FIRE SERVICES</b>                       |                         |                             |                  |            |                 |            |                     |                  |
| Fleet Renewal - Pickup Truck               |                         | 75.0                        |                  |            |                 |            | 75.0                |                  |
| Comprehensive Risk Assessment Consultation |                         | 75.0                        |                  |            |                 |            | 75.0                |                  |
| Fire Headquarters and Training Centre      | 2,900.0                 |                             |                  |            |                 |            |                     |                  |
| Pumper 3 Replacement                       | 880.0                   |                             |                  |            |                 |            |                     |                  |
| <b>Fire Services Total</b>                 | <b>3,780.0</b>          | <b>150.0</b>                | <b>0.0</b>       | <b>0.0</b> | <b>0.0</b>      | <b>0.0</b> | <b>150.0</b>        | <b>0.0</b>       |

### COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 3,780.0             |                  | 3,501.6   | 278.4           |         |                     |          |
| 2020 Council Approved Capital | 2,900.0             |                  | 2,621.6   | 278.4           |         |                     |          |
| 2019 Council Approved Capital | 2,990.0             |                  | 2,568.8   | 331.2           |         | 90.0                |          |
| 2018 Council Approved Capital | 60.0                |                  |           |                 |         |                     | 60.0     |

# Fire Services

**Project Name:** Fleet Renewal - Pickup Truck

**Funding:** \$75,000 Fire Equipment Reserve

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Wildland fire fighting equipment has recently been obtained in order to improve the department's response to wildland fire incidents. The current Fire Services pickup trucks are inadequate for transporting this equipment.

This pickup truck will be a class-5 medium duty pickup truck with 4-wheel drive, dual rear tires, an extended cab, an extended bed, and a high output engine providing more than one ton of carrying capacity. The tank and pump combination will be positioned at the rear of the truck and can be deployed at a wildland fire scene to provide for extinguishment.

The larger capacity of this pickup truck will also offer greater towing capacity which is safer and more stable while towing the boat or Hazmat trailers. It will also provide for additional safety factors for other fire fighting requirements.

With the addition of this vehicle to Fire Services, a van from the Fire Prevention division will be moved to the Municipal Works fleet. The van will be assessed by the Fleet Manager and subsequently redeployed or removed from service.



# Fire Services

**Project Name:** Comprehensive Risk Assessment Consultation

**Funding:** \$75,000 Fire Marque Reserve

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Fire Services will engage with a consultant to perform a Comprehensive Risk Assessment that will identify fire and response risks within the community. The risk assessment will also provide recommendations on actions or standards of cover to reduce, manage, mitigate, or accept the risks that are determined.

The Provincial Government implemented a program to regulate the provision of a community risk assessment for each fire service by 2024. Part of this consultation will be to produce a comprehensive risk assessment of:

- Fire risk in our community based on occupancy, building stock, area, and the department's ability to respond to fires.
- Factors that limit the fire services ability to respond or extinguish fires such as routes, road quality, environmental factors, geographical characteristic of the area, water supply and building stock.
- Focus on inspection, enforcement on specific risk targets in the community to eliminate risk where possible.
- Factors that focus on behaviors and differences in communities that increase or decrease fire risks.
- Change directions in behavior through public education that may result in reducing fire risk.
- Recommend improvement for the community to improve fire response, and lower risk in the community overall.
- Establish long term plans for risk reduction.
- Factors of emergency management and Hazard Identification and Risk Assessment (HIRA) when considering the probability and consequence of potential emergencies.



## 2022 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2022 - 2031

#### FIRE SERVICES

| DESCRIPTION                                 | 2022       | 2023         | 2024         | 2025         | 2026      | 2027         | 2028         | 2029     | 2030         | 2031     |
|---------------------------------------------|------------|--------------|--------------|--------------|-----------|--------------|--------------|----------|--------------|----------|
| <b>Facilities</b>                           |            |              |              |              |           |              |              |          |              |          |
| Training Center                             |            |              | 1,400        |              |           |              |              |          |              |          |
| Station 2 Refurbishment and Renovation      |            |              |              |              |           |              |              |          | 2,000        |          |
| <b>Fleet Renewal</b>                        |            |              |              |              |           |              |              |          |              |          |
| Pumper 5                                    |            |              |              |              |           |              | 1,200        |          |              |          |
| Aerial 1                                    |            | 1,750        |              |              |           |              |              |          |              |          |
| Aerial 2                                    |            |              |              |              |           | 2,000        |              |          |              |          |
| Pickup Truck                                | 75         |              |              |              |           |              |              |          |              |          |
| Command Vehicle (Multi Departmental Use)    |            |              |              | 450          |           |              |              |          |              |          |
| <b>Equipment</b>                            |            |              |              |              |           |              |              |          |              |          |
| Replacement Equipment Pump 3                |            | 80           |              |              |           |              |              |          |              |          |
| SCBA Replacement                            |            |              |              | 750          |           |              |              |          |              |          |
| Radio Replacement                           |            | 90           |              |              | 90        |              |              |          |              |          |
| <b>Consultation and Contracted Services</b> |            |              |              |              |           |              |              |          |              |          |
| Fire Service Comprehensive Risk Assessment  | 75         |              |              |              |           |              |              |          |              |          |
| Fire Services Master Plan                   |            | 75           |              |              |           |              |              |          |              |          |
| <b>Total Capital</b>                        | <b>150</b> | <b>1,995</b> | <b>1,400</b> | <b>1,200</b> | <b>90</b> | <b>2,000</b> | <b>1,200</b> | <b>0</b> | <b>2,000</b> | <b>0</b> |

# Cornwall Police Service

## 2022 Budget Submission

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 2022 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 / Budget Variances

The CPS is made up of 92 sworn police officers, 12 Special Constable, 37 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 88% of the total operating budget. The 2022 budget includes a Crime Analyst position which is aimed at modernizing the deployment of our resources and establishing evidence-based crime prevention strategies. Other increases represent incremental and contractual obligations.

### Purchase of Goods

An increase in fuels costs has been offset by a reduction in equipment requirements.

### Services and Rents

An increase in telephone lines is offset by a decrease in contracted services and vehicle maintenance to align with actuals.

### Revenue

There is a decrease to revenues in 2022, resulting from reduced Provincial funding for the Community Safety Grant and one-time grant funding received in 2021. A grant application has been submitted for 2022-2025 fiscal years in hopes of offsetting this reduction in grant funding. An increase in revenue from other municipalities relates to recoveries for fire dispatch for participating townships.

### Capital

Net Capital has decrease by \$51,800 and includes improvements to surveillance equipment, NG911, and annual fleet requirements.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals            | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget             | 2022<br>Submission         | \$<br>Change              | %<br>Change            |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                           |                        |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                        |
| Salaries and Benefits                 | \$19,011,827               | \$16,777,208                       | \$19,182,151               | \$19,921,669               | \$739,518                 | 3.86%                  |
| Purchase of Goods                     | \$889,603                  | \$635,307                          | \$958,688                  | \$953,603                  | (\$5,085)                 | (0.53%)                |
| Services and Rents                    | \$1,269,164                | \$998,249                          | \$1,116,745                | \$1,132,998                | \$16,253                  | 1.46%                  |
| Financing LTD Principal & Interest    | \$298,149                  | \$201,003                          | \$241,203                  | \$241,203                  | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$227,120</u>           | <u>\$210,812</u>                   | <u>\$211,200</u>           | <u>\$221,300</u>           | <u>\$10,100</u>           | <u>4.78%</u>           |
| <b>Subtotal</b>                       | <b>\$21,695,863</b>        | <b>\$18,822,579</b>                | <b>\$21,709,987</b>        | <b>\$22,470,773</b>        | <b>\$760,786</b>          | <b>3.50%</b>           |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                        |
| Provincial and Federal Grants         | \$1,609,854                | \$1,070,430                        | \$1,155,785                | \$971,158                  | (\$184,627)               | (15.97%)               |
| Other Municipalities                  | \$148,400                  | \$151,540                          | \$151,540                  | \$222,760                  | \$71,220                  | 47.00%                 |
| Fees, Service Charges, & Misc Revenue | \$316,537                  | \$298,892                          | \$375,000                  | \$383,000                  | \$8,000                   | 2.13%                  |
| Internal Revenue                      | \$4,350                    | (\$787)                            | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Contribution from Reserves            | <u>\$0</u>                 | <u>\$10,400</u>                    | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                | <u>0.00%</u>           |
| <b>Subtotal</b>                       | <b><u>\$2,079,141</u></b>  | <b><u>\$1,530,475</u></b>          | <b><u>\$1,682,325</u></b>  | <b><u>\$1,576,918</u></b>  | <b><u>(\$105,407)</u></b> | <b><u>(6.27%)</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$19,616,722</u></b> | <b><u>\$17,292,104</u></b>         | <b><u>\$20,027,662</u></b> | <b><u>\$20,893,855</u></b> | <b><u>\$866,193</u></b>   | <b><u>4.32%</u></b>    |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                           |                        |
| Gross Capital                         | \$99,023                   | \$175,800                          | \$385,800                  | \$339,000                  | (\$46,800)                | (12.13%)               |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>(\$210,000)</u>         | <u>(\$215,000)</u>         | <u>(\$5,000)</u>          | <u>2.38%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$99,023</u></b>     | <b><u>\$175,800</u></b>            | <b><u>\$175,800</u></b>    | <b><u>\$124,000</u></b>    | <b><u>(\$51,800)</u></b>  | <b><u>(29.47%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$19,715,745</u></b> | <b><u>\$17,467,904</u></b>         | <b><u>\$20,203,462</u></b> | <b><u>\$21,017,855</u></b> | <b><u>\$814,393</u></b>   | <b><u>4.03%</u></b>    |

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# 2022

## BUDGET SUBMISSION

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INFRASTRUCTURE AND MUNICIPAL WORKS

- MUNICIPAL WORKS ■
- ROADS DEPARTMENT ■
- TRANSIT SERVICES ■
- INFRASTRUCTURE PLANNING ■
- WASTE MANAGEMENT SERVICES ■

# Municipal Works

## 2022 Budget Submission

The Municipal Works (MW) Division encompasses four sub-sections: MW Administration Section, MW Garage Section, Parks & Landscaping and Health & Safety and Equipment Training Section. The Water Distribution and Wastewater Collection Sections also work within the MW division but under a separate 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 (P&L) Section is responsible for the day-to-day operations of various municipally owned parks, boulevards and recreational trails (43km). P&L also help provide winter maintenance for all city facilities, walkways and sidewalks. (200km)
- Health & Safety and Equipment Training Section provides training programs to all MW and Facilities employees to support a safe work environment.

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### 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.

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### Commentary / Budget Variances

#### Salaries and Benefits

There has been an increase in Salaries and Benefits of 5.68% from 2021 due to incremental and contractual obligations and a realignment of staff with MW, MW Roads, and Facilities.

#### Purchase of Goods

Overall, Purchase of Goods has increased by 5.16%. The increase is attributed to the rising cost of fuel.

#### Services and Rents

Services and Rents for MW has decreased by 1.41%. This can be attributed to efficiencies in contracted services as they are now in line with trends.

#### 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 Tree Canopy Management Program.

#### Financial and Transfers

An increase in the contribution to the Vehicle and Equipment Reserve of \$80,000 represents the change in Financial and Transfers.

#### Revenue

Provincial & Federal grants has increased by \$97,305 as Federal Gas Tax is being utilized to offset debt charges. The increase in Internal Revenue of \$84,518 is a result of an increase in City Equipment Rental charges. Departments are charged for the use of vehicles and equipment on an ongoing basis. These charges are based on the requirements of the department, 3-year averages, and trends.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                       |
| Salaries and Benefits                 | \$2,562,124               | \$2,064,888                        | \$2,448,345               | \$2,587,298               | \$138,953               | 5.68%                 |
| Purchase of Goods                     | \$743,830                 | \$655,568                          | \$883,972                 | \$929,628                 | \$45,656                | 5.16%                 |
| Services and Rents                    | \$1,399,992               | \$1,123,232                        | \$1,386,731               | \$1,367,209               | (\$19,522)              | (1.41%)               |
| Financing LTD Principal & Interest    | \$1,403,860               | \$1,549,679                        | \$1,967,566               | \$2,235,092               | \$267,526               | 13.60%                |
| Financial and Transfers               | <u>\$283,888</u>          | <u>\$195,416</u>                   | <u>\$120,200</u>          | <u>\$202,417</u>          | <u>\$82,217</u>         | <u>68.40%</u>         |
| <b>Subtotal</b>                       | <b>\$6,393,694</b>        | <b>\$5,588,783</b>                 | <b>\$6,806,814</b>        | <b>\$7,321,644</b>        | <b>\$514,830</b>        | <b>7.56%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                       |
| Provincial and Federal Grants         | \$405                     | \$0                                | \$0                       | \$97,305                  | \$97,305                | 100.00%               |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$180,972                 | \$97,664                           | \$93,410                  | \$92,810                  | (\$600)                 | (0.64%)               |
| Internal Revenue                      | \$2,544,556               | \$2,202,021                        | \$2,594,409               | \$2,678,927               | \$84,518                | 3.26%                 |
| Contribution from Reserves            | \$0                       | \$15,000                           | \$15,000                  | \$0                       | (\$15,000)              | (100.00%)             |
| <b>Subtotal</b>                       | <b><u>\$2,725,933</u></b> | <b><u>\$2,314,685</u></b>          | <b><u>\$2,702,819</u></b> | <b><u>\$2,869,042</u></b> | <b><u>\$166,223</u></b> | <b><u>6.15%</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$3,667,761</u></b> | <b><u>\$3,274,098</u></b>          | <b><u>\$4,103,995</u></b> | <b><u>\$4,452,602</u></b> | <b><u>\$348,607</u></b> | <b><u>8.49%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                       |
| Gross Capital                         | (\$36,928)                | \$0                                | \$16,177,000              | \$1,100,000               | (\$15,077,000)          | (93.20%)              |
| Capital Funding                       | \$0                       | \$0                                | (\$16,177,000)            | (\$800,000)               | \$15,377,000            | (95.05%)              |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>(\$36,928)</u></b>  | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$300,000</u></b>   | <b><u>\$300,000</u></b> | <b><u>100.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$3,630,833</u></b> | <b><u>\$3,274,098</u></b>          | <b><u>\$4,103,995</u></b> | <b><u>\$4,752,602</u></b> | <b><u>\$648,607</u></b> | <b><u>15.80%</u></b>  |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| Administration                     | \$1,354,421               | \$1,408,501                        | \$1,528,166               | \$1,783,769               | \$255,603               | 16.73%               |
| Parks and Landscaping              | \$2,280,881               | \$1,996,117                        | \$2,613,248               | \$2,962,876               | \$349,628               | 13.38%               |
| Garage                             | (\$4,469)                 | (\$130,520)                        | (\$37,419)                | \$5,957                   | \$43,376                | (115.92%)            |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$3,630,833</u></b> | <b><u>\$3,274,098</u></b>          | <b><u>\$4,103,995</u></b> | <b><u>\$4,752,602</u></b> | <b><u>\$648,607</u></b> | <b><u>15.80%</u></b> |

## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                       | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |            | RESERVES        |            |                     | 2022<br>TAX BASE |
|---------------------------------------------------|-------------------------|-----------------------------|------------------|------------|-----------------|------------|---------------------|------------------|
|                                                   |                         |                             | GRANTS           | FINANCING  | DEV.<br>CHARGES | GAS TAX    | SPECIFIC<br>RESERVE |                  |
| <b>Municipal Works Equipment</b>                  |                         |                             |                  |            |                 |            |                     |                  |
| Municipal Works Fleet Renewal Program             | 800.0                   | 800.0                       |                  |            |                 |            | 800.0               |                  |
| <b>Municipal Works Yard Redevelopment</b>         |                         |                             |                  |            |                 |            |                     |                  |
| Administration and Multiuse Building Construction | 13,923.0                |                             |                  |            |                 |            |                     |                  |
| Demolition and Site Works                         | 1,154.0                 |                             |                  |            |                 |            |                     |                  |
| <b>Parks and Landscaping</b>                      |                         |                             |                  |            |                 |            |                     |                  |
| Tree Canopy Management Program                    | 300.0                   | 300.0                       |                  |            |                 |            |                     | 300.0            |
| <b>Municipal Works Total</b>                      | <b>16,177.0</b>         | <b>1,100.0</b>              | <b>0.0</b>       | <b>0.0</b> | <b>0.0</b>      | <b>0.0</b> | <b>800.0</b>        | <b>300.0</b>     |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 16,177.0            |                  | 14,636.5  | 740.5           |         | 800.0               |          |
| 2020 Council Approved Capital | 2,663.0             |                  | 2,525.2   | 77.8            |         | 60.0                |          |
| 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    |

# Municipal Works

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

**Funding:** \$800,000 Equipment Reserve

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The Municipal Works (MW) department maintains a 10-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. Vehicle and equipment specifications are developed with participation from various departmental representatives to ensure the departmental needs are accurately met.

In general, proper planning dictates when to replace vehicles and equipment at the most opportune time, considering both its reliability and its residual value. When replacing light duty vehicles, such as cars, pickup trucks, and vans, the new units are deployed to departments like Paramedic Services or Fire Services where mileage is high and/or reliability is essential. When these units are replaced, the old units are relocated to departments that incur lower-mileage or generally do not travel beyond the city limits. This practice has substantial cost savings, assuring the financially responsible replacement of vehicles while extending their useful life.



The following details the fleet renewal strategy for 2022:

- \$46,000 is budgeted for a multi-purpose passenger van to be used by Paramedic Services. The current vehicle will be relocated to replace a 2008 vehicle that has surpassed its life cycle and will be sold.
- \$46,000 is budgeted for a multi-purpose passenger van to be used by Paramedic Services. The current vehicle will be relocated to replace a 2012 vehicle that has surpassed its life cycle and will be sold.
- \$650,000 is budgeted for a new, combination sewer/vacuum truck for the Water & Wastewater Department. The unit will replace a 2012 unit that has reached the end of its life cycle and is no longer cost efficient to continue to operate. This unit will be sold.
- \$12,000 is budgeted to replace a 2003 slide in salter unit used by the Roads Department. This unit has surpassed its life cycle and will be sold.
- \$46,000 is budgeted for a multi-purpose passenger van to be used by the Fire Department. The current vehicle will be relocated to replace a 2012 vehicle that has surpassed its life cycle and will be sold.



# Parks and Landscaping

**Project Name:** Tree Canopy Management Program

**Funding:** \$300,000 Tax Base

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The goal of the Tree Canopy Management Program is to ensure the City of Cornwall has necessary resources to ensure the maintenance of the existing tree canopy and to encourage the expansion of the canopy throughout the entire City. The social and economical benefits of maintaining a tree canopy of at least 30% have been proven and include: the reduction of urban heat island effects by providing shade, the reduction of air pollution by filtration, the generation of oxygen, and wind reduction. Large tree canopies provide habitats for birds and other fauna and provide the added benefit of increasing property values, reducing storm water run-off, and adding living beauty to our community.

This capital project is an evolution of the Emerald Ash Borer Program which was approved by Council in 2014.

The addition of more trees to the City's canopy will directly and naturally remove carbon pollution from the air and sequester it into the ground. In effect, trees create measurable reductions in greenhouse gases which will assist the City in aligning with Pillar 5 of its Strategic Plan, Being leaders in sustainability and climate change impact.

The Tree Canopy Management Program includes an aggressive tree planting strategy for various native and resilient species throughout the city. The program also includes increased preventative maintenance and new inventory management tools and activities for our existing tree canopy. The continued development of methods and techniques to cope with harmful pests and invasive species who are having a significant negative impact on the local tree population such as the *Emerald Ash Borer* and new emerging threats such as the *Lumantria dispar*, commonly known as the *European Gypsy Moth*, whose larvae feed on the crown foliage of a wide range of hardwood and some softwood trees.

## TREES PROVIDE:

LIGHT & RADIANCE REFLECTION

LIGHT & RADIANCE INTERCEPTION AND ABSORPTION

PARTICLE DEPOSITION

PARTICULATE POLLUTION DEPOSITION

WIND REDUCTION

TRANSPIRATION COOLING

SHADE COOLING

CO<sub>2</sub> UPTAKE

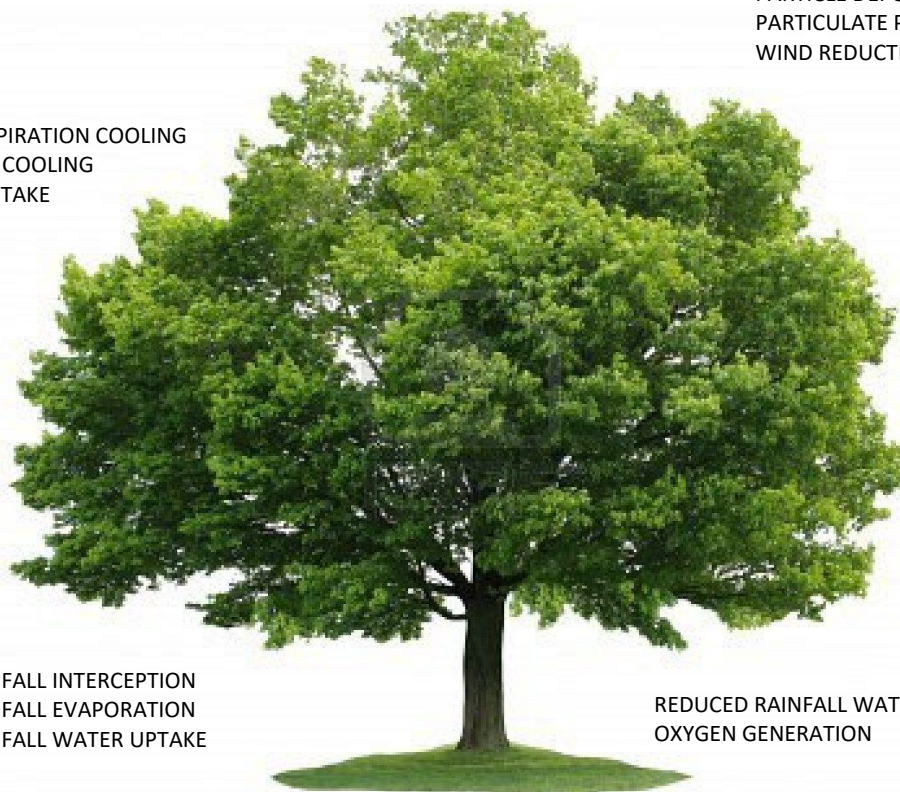
RAINFALL INTERCEPTION

RAINFALL EVAPORATION

RAINFALL WATER UPTAKE

REDUCED RAINFALL WATER RUNOFF

OXYGEN GENERATION



## 2022 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2022 - 2031

#### MUNICIPAL WORKS

| DESCRIPTION                                      | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         | 2031         |
|--------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>FLEET RENEWAL PROGRAM:</b>                    |              |              |              |              |              |              |              |              |              |              |
| #68 - Passenger Multipurpose Van                 | 46           |              |              |              |              |              |              |              |              |              |
| #69 - Passenger Multipurpose Van                 | 46           |              |              |              |              |              |              |              |              |              |
| #225 - Combination Flusher Sewer Vacuum Truck    | 650          |              |              |              |              |              |              |              |              |              |
| #876 - Hydraulic Salter Slide In Unit            | 12           |              |              |              |              |              |              |              |              |              |
| #4010 - Passenger Multipurpose Van               | 46           |              |              |              |              |              |              |              |              |              |
| <i>Equipment estimated for years 2022 - 2030</i> |              | 800          | 800          | 800          | 800          | 800          | 800          | 800          | 800          | 800          |
| <b>MUNICIPAL WORKS:</b>                          |              |              |              |              |              |              |              |              |              |              |
| Municipal Works Yard Redevelopment               |              | 650          | 4,500        | 1,100        | 710          | 1,150        |              |              |              |              |
| <b>PARKS AND LANDSCAPING:</b>                    |              |              |              |              |              |              |              |              |              |              |
| Tree Canopy Management Program                   | 300          | 300          | 300          | 300          | 300          | 300          | 300          | 300          | 300          | 300          |
| <b>Total Capital</b>                             | <b>1,100</b> | <b>1,750</b> | <b>5,600</b> | <b>2,200</b> | <b>1,810</b> | <b>2,250</b> | <b>1,100</b> | <b>1,100</b> | <b>1,100</b> | <b>1,100</b> |



# Roads Department

## 2022 Budget Submission

The Roads Division is responsible for summer and winter maintenance of all municipal roads (584 lane kms). Major summer maintenance activities include: road and 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 plowing/salt application; sidewalk snow removal/salting along with P&L; parking lot snow plowing/salt application; snow removal operations (downtown core areas, dead ends etc.); cold patch application (pot holes); operation of the 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.

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### 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.

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### Commentary / Budget Variances

#### Salaries and Benefits

There has been an increase in Salaries and Benefits of 1.98% in 2022 due to incremental and contractual obligations and a realigning of staff within MW, MW Roads, and Facilities.

#### Purchase of Goods

There is a minor decrease in Purchase of Goods as the 2021 budget included the purchase of a sidewalk grinder. A subsequent purchase is not required in 2022.

#### Services and Rents

The salt dome has provided MW with a much larger storage capacity and improves the quality of the road salt. A slight increase in Services and Rents is due to the hired equipment required to maintain the Snow Management Facility. There is a decrease in contracted services for street lighting due to the implementation of Phase 2 of the LED Street Light Conversion Program which is to help offset the increase in principal and interest charges from the project.

#### Financing LTD Principal & Interest

Overall, there is an increase of \$70,100 in principal and interest charges due to the LED Street Lighting project as well as from financing a portion of the Pole Replacement capital project along Water Street in 2020.

#### Financial and Transfers

There is a decrease in contribution to reserves of \$50,000 as the savings generated from the LED Street Light Conversion Program are no longer being contributed to the reserve. Furthermore, a 2021 repayment of \$66,788 to Working Reserves for the Pole Replacement Program is not required in 2022.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change              | %<br>Change             |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                           |                         |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                         |
| Salaries and Benefits                 | \$1,949,429               | \$1,631,752                        | \$2,034,533               | \$2,074,771               | \$40,238                  | 1.98%                   |
| Purchase of Goods                     | \$1,369,559               | \$1,169,581                        | \$1,445,375               | \$1,434,525               | (\$10,850)                | (0.75%)                 |
| Services and Rents                    | \$2,387,664               | \$1,678,468                        | \$2,776,058               | \$2,798,170               | \$22,112                  | 0.80%                   |
| Financing LTD Principal & Interest    | \$377,415                 | \$314,512                          | \$424,214                 | \$494,314                 | \$70,100                  | 16.52%                  |
| Financial and Transfers               | <u>\$50,768</u>           | <u>\$116,788</u>                   | <u>\$116,788</u>          | <u>\$600</u>              | <u>(\$116,188)</u>        | <u>(99.49%)</u>         |
| <b>Subtotal</b>                       | <b>\$6,134,835</b>        | <b>\$4,911,101</b>                 | <b>\$6,796,968</b>        | <b>\$6,802,380</b>        | <b>\$5,412</b>            | <b>0.08%</b>            |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                         |
| 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 | \$75,300                  | \$26,527                           | \$64,856                  | \$65,462                  | \$606                     | 0.93%                   |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                   |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$22,000</u>                    | <u>\$172,000</u>          | <u>\$150,000</u>          | <u>(\$22,000)</u>         | <u>(12.79%)</u>         |
| <b>Subtotal</b>                       | <b><u>\$75,300</u></b>    | <b><u>\$48,527</u></b>             | <b><u>\$236,856</u></b>   | <b><u>\$215,462</u></b>   | <b><u>(\$21,394)</u></b>  | <b><u>(9.03%)</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$6,059,535</u></b> | <b><u>\$4,862,574</u></b>          | <b><u>\$6,560,112</u></b> | <b><u>\$6,586,918</u></b> | <b><u>\$26,806</u></b>    | <b><u>0.41%</u></b>     |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                           |                         |
| Gross Capital                         | \$97,635                  | \$100,000                          | \$400,000                 | \$450,000                 | \$50,000                  | 12.50%                  |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$300,000)</u>        | <u>(\$450,000)</u>        | <u>(\$150,000)</u>        | <u>50.00%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$97,635</u></b>    | <b><u>\$100,000</u></b>            | <b><u>\$100,000</u></b>   | <b><u>\$0</u></b>         | <b><u>(\$100,000)</u></b> | <b><u>(100.00%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$6,157,170</u></b> | <b><u>\$4,962,574</u></b>          | <b><u>\$6,660,112</u></b> | <b><u>\$6,586,918</u></b> | <b><u>(\$73,194)</u></b>  | <b><u>(1.10%)</u></b>   |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change             | %<br>Change           |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|--------------------------|-----------------------|
| Summer Control                     | \$1,597,877               | \$1,350,283                        | \$1,550,310               | \$1,575,639               | \$25,329                 | 1.63%                 |
| Winter Control                     | \$2,513,770               | \$2,014,523                        | \$2,781,918               | \$2,825,091               | \$43,173                 | 1.55%                 |
| Traffic Flow Maintenance           | <u>\$2,045,523</u>        | <u>\$1,597,768</u>                 | <u>\$2,327,884</u>        | <u>\$2,186,188</u>        | <u>(\$141,696)</u>       | <u>(6.09%)</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$6,157,170</u></b> | <b><u>\$4,962,574</u></b>          | <b><u>\$6,660,112</u></b> | <b><u>\$6,586,918</u></b> | <b><u>(\$73,194)</u></b> | <b><u>(1.10%)</u></b> |

# 2022 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                                                                                       | 2021<br>GROSS BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | 2022<br>TAX BASE |
|-------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------|------------------|-----------|-----------------|---------|---------------------|------------------|
|                                                                                                                   |                      |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |                  |
| <b>TRAFFIC SIGNALS</b><br>Traffic Signal Upgrades<br>Sydney St. and Eleventh St.<br>Fourth St. and McConnell Ave. | 300.0                | 350.0                       |                  |           |                 | 350.0   |                     |                  |
| <b>STREETLIGHTING</b><br>Pole Replacement Program                                                                 | 100.0                | 100.0                       |                  |           |                 |         | 100.0               |                  |
| <b>Traffic Signals and Streetlighting Total</b>                                                                   | 400.0                | 450.0                       | -                | -         | -               | 350.0   | 100.0               | -                |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 400.0               |                  |           |                 | 300.0   |                     | 100.0    |
| 2020 Council Approved Capital | 400.0               |                  |           |                 | 300.0   |                     | 100.0    |
| 2019 Council Approved Capital | 563.6               | 114.0            | 400.0     |                 |         | 49.6                |          |
| 2018 Council Approved Capital | 400.0               |                  | 400.0     |                 |         |                     |          |

# Roads Department

**Project Name:** Traffic Signal Upgrades

**Funding:** \$350,000 Federal Gas Tax

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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.

The following Traffic Signal Upgrade projects are proposed for 2022:

- Sydney St. and Eleventh St. East (\$150,000)
- Fourth St. East and McConnell Ave. (\$200,000)

The proposed traffic signal upgrade at the intersection of Sydney St. and Eleventh St. E. will be completed in conjunction with the Sydney St. Reconstruction and Resurfacing project which is included in the 2022 Water and Wastewater Capital Budget and the 2022 Asphalt Resurfacing capital project. The traffic signals at Sydney St. and Ninth St. E. will not need to be replaced as part of the project as it has been recently reconstructed.

Additionally, the traffic signal at the intersection of McConnell Ave. and Fourth St. E. will be replaced in 2022 in conjunction with the asphalt resurfacing of McConnell Ave. from Second St. E. to Fifth St. E. which is included in the 2022 Capital Budget.





# Roads Department

**Project Name:** Pole Replacement Program

**Funding:** \$100,000 Road Infrastructure Reserve

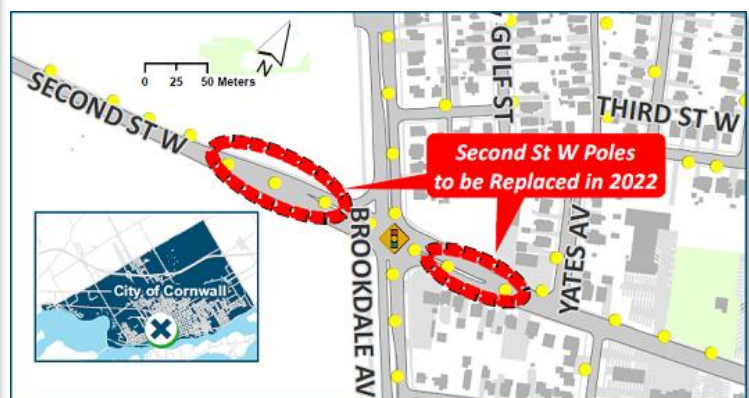
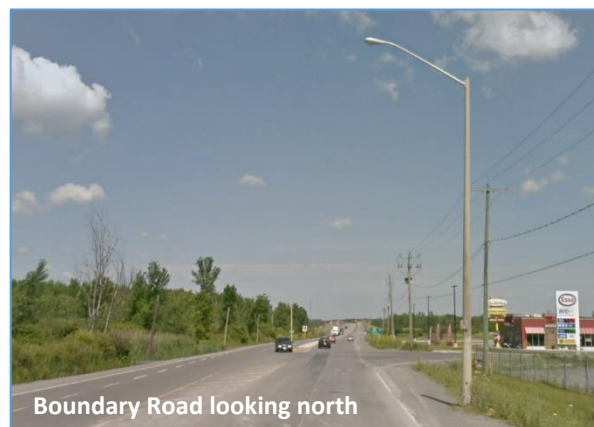
The City undertakes a street light condition assessment on a bi-annual basis which provides an overall condition grade of streetlight poles. Furthermore, the condition assessment not only identifies deficiencies and establishes priorities for existing pole replacements but it also identifies areas with substandard lighting and requiring roadway lighting improvements.

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.

Additionally, 5 existing concrete poles on Second Street West will be removed and replaced with aluminum poles within the concrete medians located adjacent to Brookdale Avenue in 2022.

For 2022, it is proposed that 6 aluminum poles be installed along Boundary Road between the south on/off ramp of the Highway 401 Overpass and SCM Way. Despite it being a busy corridor, there is currently no street lighting in that section of roadway.

If there are any remaining funds from the 2022 Pole Replacement Budget, it will be used for other various locations in the City. The City owns and maintains approximately 1,400 streetlight poles throughout the City.



## 2022 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST  
FOR THE YEARS 2022 - 2031

### TRAFFIC SIGNALS AND STREETLIGHTING

| LOCATION                 | FROM      | TO              |      |      |      |      |      |      |      |      |      |      |
|--------------------------|-----------|-----------------|------|------|------|------|------|------|------|------|------|------|
|                          |           |                 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| <b>TRAFFIC SIGNALS</b>   |           |                 |      |      |      |      |      |      |      |      |      |      |
| Traffic Signal Upgrades  |           |                 | 350  | 350  | 350  | 400  | 400  | 400  | 450  | 450  | 450  | 500  |
| <b>STREETLIGHTING</b>    |           |                 |      |      |      |      |      |      |      |      |      |      |
| Pole Replacement Program |           |                 | 100  | 125  | 125  | 125  | 150  | 150  | 150  | 150  | 150  | 150  |
| Montreal Rd./Conduits    | Alice St. | Marlborough St. |      | 375  |      |      |      |      |      |      |      |      |
| <b>Total Capital</b>     |           |                 | 450  | 850  | 475  | 525  | 550  | 550  | 600  | 600  | 600  | 650  |

# Transit Services

## 2022 Budget Submission

Cornwall Transit (CT) is responsible for providing safe and timely public transportation for citizens, including persons with disabilities. CT is divided into an Operations 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 Fire, Paramedic, Police vehicles, and the Command Post, along with the Transit facility and equipment unique to Transit operations.

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| Description                                                                                                                 | Key Goals                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cornwall Transit provides an efficient and effective transit system that has indispensable economic value to the community. | <ol style="list-style-type: none"><li>1. Continue to implement Transit Master Plan recommendations with flexibility</li><li>2. Maintain bus fleet replacement schedule</li><li>3. Maintain and increase ridership</li><li>4. Maintain community presence through promotions</li><li>5. Continue to implement enhanced technology</li></ol> |

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### Commentary / Budget Variances

#### Salaries and Benefits

The staffing complement remains the same in 2022. Increases represent incremental and contractual obligations.

#### Purchase of Goods

Buses operate on diesel fuel which is budgeted at \$1.10 per litre for 2022 (\$1.00 per litre in 2021). Along with a minor decrease in consumption for 2022, the budget for fuel has increased by \$19,000.

#### Services and Rents

A reduction in Services and Rents can be attributed to costs for contracted services, plumbing/heating/electrical contractors, and marketing that have been aligned with actuals.

#### Financing LTD Principal and Interest

The costs represent the principal and interest charges for debt related to the municipal portion of capital projects funded by ICIP, including projects such as conventional and handi-transit buses. This funding stream reflects a partnership between the Federal government (40%), the Provincial government (33.33%) and the municipality (26.67%).

#### Financial and Transfers

The increase in Financial and Transfers is related to a payback to the Equipment and Vehicle Reserve for surveillance cameras.

#### Revenue

Conventional ridership is based on pre-COVID-19 trends estimated at 865,000 for conventional service and 35,000 for HT service for a total of 900,000. A modest fare increase is budgeted for May 1, 2022. The provincial government announced that they will be using 2019 fuel and ridership numbers due to the pandemic, thus providing the City approximately the same gas tax amount as 2021.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                         |                      |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                      |
| Salaries and Benefits                 | \$3,858,773               | \$3,457,925                        | \$3,939,158               | \$4,147,734               | \$208,576               | 5.29%                |
| Purchase of Goods                     | \$836,844                 | \$762,445                          | \$983,439                 | \$1,007,840               | \$24,401                | 2.48%                |
| Services and Rents                    | \$334,908                 | \$309,533                          | \$429,587                 | \$408,673                 | (\$20,914)              | (4.87%)              |
| Financing LTD Principal & Interest    | \$488,017                 | \$468,566                          | \$593,823                 | \$827,161                 | \$233,338               | 39.29%               |
| Financial and Transfers               | <u>\$154,072</u>          | <u>\$250,064</u>                   | <u>\$275,532</u>          | <u>\$301,920</u>          | <u>\$26,388</u>         | <u>9.58%</u>         |
| <b>Subtotal</b>                       | <b>\$5,672,614</b>        | <b>\$5,248,533</b>                 | <b>\$6,221,539</b>        | <b>\$6,693,328</b>        | <b>\$471,789</b>        | <b>7.58%</b>         |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                      |
| Provincial and Federal Grants         | \$1,294,923               | \$701,839                          | \$683,917                 | \$683,917                 | \$0                     | 0.00%                |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Fees, Service Charges, & Misc Revenue | \$1,278,351               | \$1,128,084                        | \$1,959,500               | \$2,009,300               | \$49,800                | 2.54%                |
| Internal Revenue                      | \$186                     | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Contribution from Reserves            | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| <b>Subtotal</b>                       | <b><u>\$2,573,460</u></b> | <b><u>\$1,829,923</u></b>          | <b><u>\$2,643,417</u></b> | <b><u>\$2,693,217</u></b> | <b><u>\$49,800</u></b>  | <b><u>1.88%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$3,099,154</u></b> | <b><u>\$3,418,610</u></b>          | <b><u>\$3,578,122</u></b> | <b><u>\$4,000,111</u></b> | <b><u>\$421,989</u></b> | <b><u>11.79%</u></b> |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                         |                      |
| Gross Capital                         | \$0                       | \$0                                | \$2,538,300               | \$3,631,200               | \$1,092,900             | 43.06%               |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$2,538,300)</u>      | <u>(\$3,631,200)</u>      | <u>(\$1,092,900)</u>    | <u>43.06%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$3,099,154</u></b> | <b><u>\$3,418,610</u></b>          | <b><u>\$3,578,122</u></b> | <b><u>\$4,000,111</u></b> | <b><u>\$421,989</u></b> | <b><u>11.79%</u></b> |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| Operations Division                | \$1,544,547               | \$1,402,585                        | \$1,455,085               | \$1,634,963               | \$179,878               | 12.36%               |
| Maintenance Division               | <u>\$1,554,607</u>        | <u>\$2,016,025</u>                 | <u>\$2,123,037</u>        | <u>\$2,365,148</u>        | <u>\$242,111</u>        | <u>11.40%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$3,099,154</u></b> | <b><u>\$3,418,610</u></b>          | <b><u>\$3,578,122</u></b> | <b><u>\$4,000,111</u></b> | <b><u>\$421,989</u></b> | <b><u>11.79%</u></b> |



## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                                               | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |               | RESERVES |                     | 2022<br>TAX BASE |
|---------------------------------------------------------------------------|-------------------------|-----------------------------|------------------|---------------|----------|---------------------|------------------|
|                                                                           |                         |                             | GRANTS           | FINANCING     | GAS TAX  | SPECIFIC<br>RESERVE |                  |
| <b>TRANSIT SERVICES</b>                                                   |                         |                             |                  |               |          |                     |                  |
| Conventional Hybrid Buses<br>(Approved - rpt #2021-63-Financial Services) | 1,226.20                | 1,926.00                    | 1,412.33         | 513.67        |          |                     |                  |
| Handi-Transit Bus<br>(Approved - rpt #2021-83-Financial Services)         | 235.10                  | 231.20                      | 169.50           | 61.70         |          |                     |                  |
| Bus Shelters & Accessibility Bus Stops                                    | 44.00                   | 44.00                       | 32.27            |               |          | 11.73               |                  |
| Addition to Maintenance Garage                                            | 300.00                  | 960.00                      | 703.97           | 256.03        |          |                     |                  |
| Handi-Transit Software                                                    |                         | 115.00                      | 84.33            |               |          | 30.67               |                  |
| Metal Siding and Garage Doors                                             |                         | 280.00                      | 233.33           |               |          | 46.67               |                  |
| Micro Transit                                                             |                         | 75.00                       | 55.00            |               |          | 20.00               |                  |
| Conventional Bus Surveillance System                                      | 33.00                   |                             |                  |               |          |                     |                  |
| Electronic Fareboxes                                                      | 650.00                  |                             |                  |               |          |                     |                  |
| Wi-Fi Commander Software                                                  | 50.00                   |                             |                  |               |          |                     |                  |
| <b>Transit Services Total</b>                                             | <b>2,538.30</b>         | <b>3,631.20</b>             | <b>2,690.73</b>  | <b>831.40</b> | <b>-</b> | <b>109.07</b>       | <b>-</b>         |

### COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                          | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES |                     | TAX BASE |
|--------------------------------------|---------------------|------------------|-----------|----------|---------------------|----------|
|                                      |                     | GRANTS           | FINANCING | GAS TAX  | SPECIFIC<br>RESERVE |          |
| <b>2021 Council Approved Capital</b> | 2,538.3             | 1,860.8          | 562.7     |          | 114.8               |          |
| <b>2020 Council Approved Capital</b> | 2,296.0             | 1,690.6          | 586.4     |          | 19.0                |          |
| <b>2019 Council Approved Capital</b> | 1,590.0             | 1,065.0          | 525.0     |          |                     |          |
| <b>2018 Council Approved Capital</b> | 835.0               | 283.0            | 502.0     |          |                     | 50.0     |

# Transit Services

**Project Name:** Conventional Hybrid Buses

**Funding:** Investing in Canada Infrastructure Program (ICIP2)  
\$1,412,336 Federal and Provincial Portion  
\$ 513,664 Financing  
\$1,926,000

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The purchase of two 40-foot low floor hybrid conventional buses was approved in report #2021-63 Financial Services on June 14, 2021 in keeping with the fleet replacement program. Buses will be purchased through the Metrolinx program. New modern hybrid buses can expect a 19% savings in diesel fuel and a reduction in their carbon footprint 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:** Investing in Canada Infrastructure Program (ICIP2)  
\$169,534 Federal and Provincial Portion  
\$ 61,659 Financing  
\$231,193

The purchase one (1) low floor gasoline powered specialized bus was approved through report #2021-83 Financial Services dated September 13, 2021 in keeping with the Fleet replacement program. The bus will be purchased through the Metrolinx program. The bus is necessary to continue transporting persons with disabilities. The bus has environmental advantages because it has flexibility in service use: handi-transit, conventional and community bus routes.





# Transit Services

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

**Funding:** Investing in Canada Infrastructure Program (ICIP1)  
\$32,265 Federal and Provincial Portion  
\$11,735 Vehicle and Equipment Reserve  
\$44,000

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This is year 3 of a 6-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 65% of bus stops are considered accessible. The Accessibility for Ontarians with Disabilities Act (AODA) states that all bus stops must be accessible by the year 2025.



## Bus Stop at Smart Centre

This is an example of a bus stop that had a new bus shelter equipped with a solar panel. Concrete pad connecting the sidewalk to the bus stop are included in the plan.

# Transit Services

**Project Name:** Addition to Maintenance Garage

**Funding:** Investing in Canada Infrastructure Program (ICIP3)  
\$703,968 Federal and Provincial Portion  
\$256,032 Financing  
\$960,000  
*\$300,000 was budgeted in 2021. Total project cost is \$1,260,000*

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This is year 2 of a 2-year project that consists of the construction of a 30 ft wide by 75 ft long by 30 ft high addition to the present building that has been budgeted over 2 years. Transit has a vehicle storage area shortage. Transit also has an office space shortage and a file/document storage area shortage. In the short term, the recent addition of fire vehicle maintenance can be housed and repaired in the new addition. In the longer term, vehicles that are presently stored outside overnight will be accommodated inside. Parking and moving buses inside the present storage area of the garage is a logistics concern. It is proposed that funding from the third intake of ICIP is an opportunity to add Transit infrastructure in a cost-effective manner.



# Transit Services

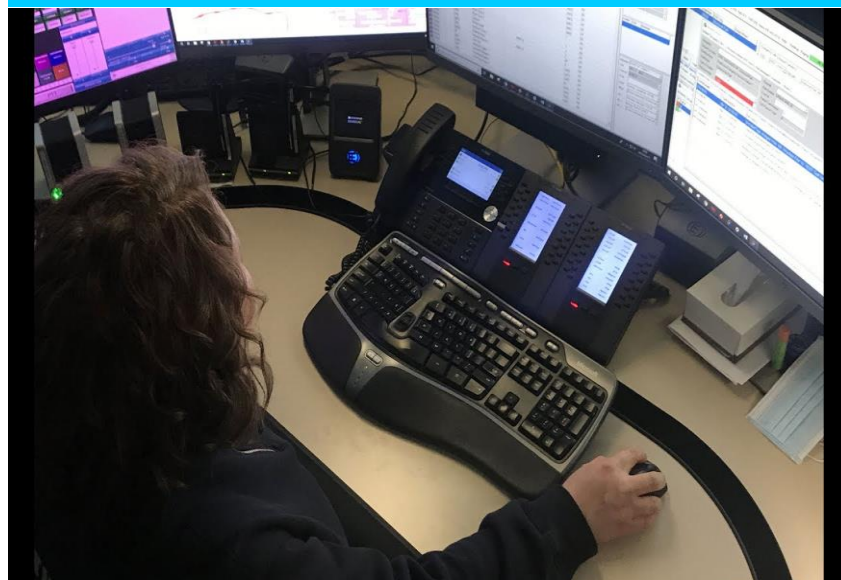
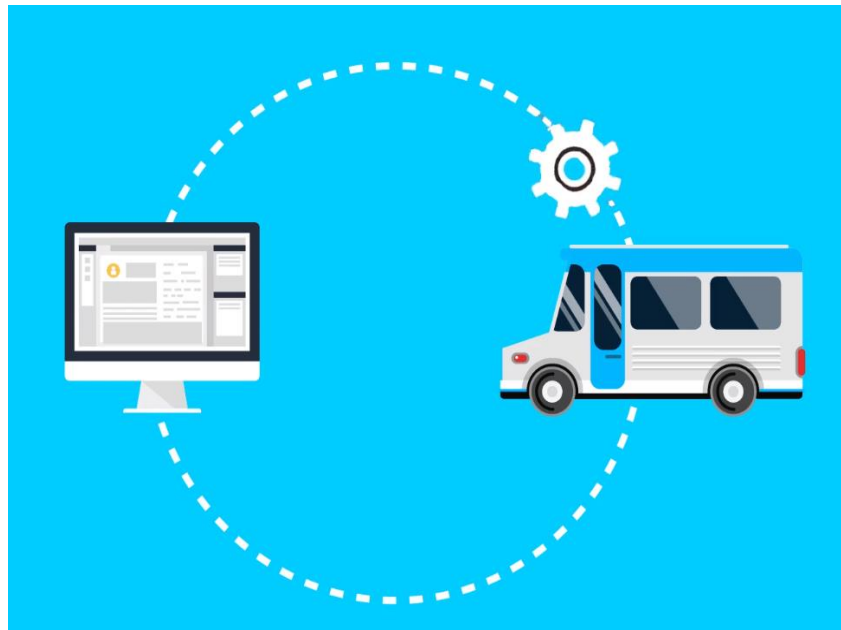
**Project Name:** Handi Transit Software

**Funding:** Investing in Canada Infrastructure Program (ICIP3)  
\$ 84,330 Federal and Provincial Portion  
\$ 30,670 Vehicle and Equipment Reserve  
\$115,000

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This is year 1 of a 2-year project for the supply and installation of a dispatch and scheduling software for Handi-transit. This project includes 6 driver tablets and 4 administrative licenses. The system will improve on-time performance, generate accurate reports, optimize schedules, and improve communication with dispatch, drivers and passengers. This system will also have a user-friendly interface to fully support the complex workflow and scheduling issues unique to Handi-transit.

It is proposed that funding from ICIP intake 3 will provide an opportunity to enhance service and reliability to Cornwall residents, thus improve quality of life.





# Transit Services

**Project Name:** Metal Siding and Garage Doors

**Funding:** Investing in Canada Infrastructure Program (ICIP3)  
\$233,333 Federal and Provincial Portion  
\$ 46,667 Vehicle and Equipment Reserve  
\$280,000

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This is year 1 of a 2-year project to renovate the Transit building and garage by replacing the metal siding and garage doors. The existing siding was installed in 1974 and after 47 years it is rusting, deteriorating, and faded. The garage doors are over 30 years old and are in need of constant repairs. There have been no restorations or renovations since being installed.

Under ICIP intake 3 funding, it will provide the opportunity to renew the building's exterior and provide a longer life to the existing structure in a cost effective manner. This project qualifies as a rehabilitation project under ICIP guidelines and is eligible for additional federal funding.



# Transit Services

**Project Name:** Micro Transit

**Funding:** Investing in Canada Infrastructure Program (ICIP3)  
\$54,998 Federal and Provincial Portion  
\$20,002 Vehicle and Equipment Reserve  
\$75,000

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This is year 1 of a 2-year project for an on-demand micro transit scheduling system. On-demand micro transit is a shared-ride, demand-responsive public transit service. The service model does not follow a fixed-route or schedule. Instead, customers must pre-book trips and vehicles are routed dynamically to the passenger's pick-up and drop-off point. On-demand micro transit will utilize mobile app technology, which allows customers to plan, book, track and pay for their ride in real-time. The technology optimizes trips, to increase the number of shared rides that can be accommodated without sacrificing service quality.

On-demand micro transit provides an opportunity to reduce operating costs, to reverse declining ridership, to expand transit coverage, and provide a reliable driving alternative for residents. Passengers can book rides using their smart phones or computer at home and can also call into dispatch to book.

It is proposed that funding from ICIP3 will provide an opportunity to implement enhanced technology and provide an efficient and effective transit system which will ensure Cornwall residents have access to a modern, reliable service.



## 2022 TEN YEAR CAPITAL FORECAST

**CAPITAL FORECAST  
FOR THE YEARS 2022 - 2031  
TRANSIT SERVICES**

| DESCRIPTION                              | 2022         | 2023         | 2024      | 2025       | 2026       | 2027         | 2028         | 2029         | 2030         | 2031         |
|------------------------------------------|--------------|--------------|-----------|------------|------------|--------------|--------------|--------------|--------------|--------------|
| Conventional Hybrid Buses                | 1,926        | 1,004        |           |            |            | 3,292        | 1,300        | 1,300        | 1,300        | 1,300        |
| Handi-Transit Buses                      | 232          |              |           |            |            | 1,042        | 280          | 280          | 280          | 280          |
| Bus Shelters & Accessibility Bus Stops   | 44           | 42           | 42        | 41         |            |              |              |              |              |              |
| Addition to Maintenance Garage           | 960          |              |           |            |            |              |              |              |              |              |
| Metal Siding and Garage Doors            | 280          | 280          |           |            |            |              |              |              |              |              |
| Handi-Transit Software                   | 115          | 115          |           |            |            |              |              |              |              |              |
| Micro Transit                            | 75           | 75           |           |            |            |              |              |              |              |              |
| Sewer System                             |              |              |           | 100        |            |              |              |              |              |              |
| Transit Building heating/ Cooling System |              |              | 50        |            |            |              |              |              |              |              |
| Electric Service & Panels                |              |              |           |            | 100        |              |              |              |              |              |
| <b>Total Capital</b>                     | <b>3,632</b> | <b>1,516</b> | <b>92</b> | <b>141</b> | <b>100</b> | <b>4,334</b> | <b>1,580</b> | <b>1,580</b> | <b>1,580</b> | <b>1,580</b> |

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# Infrastructure Planning

## 2022 Budget Submission

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 Sections include 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, detailed 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 ([cornwall.ca/maps](http://cornwall.ca/maps)).

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.

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### Description

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

This infrastructure includes 277km of watermain, 444km of sewers (sanitary, combined and storm), 274km of roadway, 201km of sidewalks and 25 bridges/large culverts, which together have a replacement value of approximately \$816M.

### 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.

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## Commentary / Budget Variances

### Salaries and Benefits

There are no changes to the full-time staffing complement in the Infrastructure Planning Division from 2021 to 2022. There has been an increase in Salaries and Benefits of 12.4% from 2021 due to the redistribution of staff within Infrastructure & Municipal Works as well as incremental and contractual obligations.

### Services and Rents

The decrease of \$26,550 is related to the bi-annual structure inspections which occurred in 2021 at a budget of \$30,000.

### Long-Term Debt Financing

Principal and interest charges have increased in relation to capital projects that were funded through debt. Projects the City has borrowed for include: Reconstruction of Marleau Avenue, Culvert Replacement on McConnell Avenue, Lemay Street Extension, and the Brookdale CN Overpass.

### Financial and Transfers

A contribution to reserves for the bi-annual structure inspections will no longer be required as it will be funded from the Road Infrastructure Reserve.

### Revenue

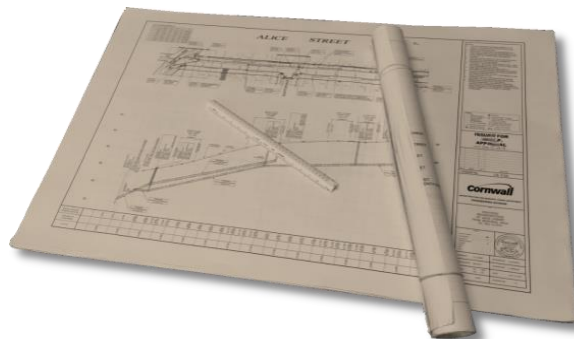
Revenues are primarily derived from internal design and construction management fees charged to capital projects. There is an increase in revenue related to increasing design and construction management fees to be consistent with industry standards. The increase in Provincial and Federal Grants is related to the use of Federal Gas Tax to offset some Long-Term Debt Financing. The decrease in Contribution from Reserves is funding for the bi-annual structure inspections which occurred in 2021.

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|-----------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                         |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                       |
| Salaries and Benefits                 | \$1,272,289               | \$1,075,883                        | \$1,339,017               | \$1,505,200               | \$166,183               | 12.41%                |
| Purchase of Goods                     | \$14,389                  | \$19,697                           | \$28,150                  | \$25,600                  | (\$2,550)               | (9.06%)               |
| Services and Rents                    | \$60,209                  | \$42,152                           | \$91,526                  | \$64,976                  | (\$26,550)              | (29.01%)              |
| Financing LTD Principal & Interest    | \$306,559                 | \$352,480                          | \$496,059                 | \$633,475                 | \$137,416               | 27.70%                |
| Financial and Transfers               | <u>\$161,251</u>          | <u>\$162,256</u>                   | <u>\$167,700</u>          | <u>\$136,786</u>          | <u>(\$30,914)</u>       | <u>(18.43%)</u>       |
| <b>Subtotal</b>                       | <b>\$1,814,697</b>        | <b>\$1,652,468</b>                 | <b>\$2,122,452</b>        | <b>\$2,366,037</b>        | <b>\$243,585</b>        | <b>11.48%</b>         |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                       |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$106,483                 | \$106,483               | 100.00%               |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$1,075,468               | \$1,258,770                        | \$1,250,400               | \$1,319,200               | \$68,800                | 5.50%                 |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$30,000</u>                    | <u>\$30,000</u>           | <u>\$0</u>                | <u>(\$30,000)</u>       | <u>(100.00%)</u>      |
| <b>Subtotal</b>                       | <b><u>\$1,075,468</u></b> | <b><u>\$1,288,770</u></b>          | <b><u>\$1,280,400</u></b> | <b><u>\$1,425,683</u></b> | <b><u>\$145,283</u></b> | <b><u>11.35%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$739,229</u></b>   | <b><u>\$363,698</u></b>            | <b><u>\$842,052</u></b>   | <b><u>\$940,354</u></b>   | <b><u>\$98,302</u></b>  | <b><u>11.67%</u></b>  |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                         |                       |
| Gross Capital                         | \$124,025                 | \$0                                | \$8,230,000               | \$9,855,000               | \$1,625,000             | 19.74%                |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$8,230,000)</u>      | <u>(\$9,840,000)</u>      | <u>(\$1,610,000)</u>    | <u>19.56%</u>         |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$124,025</u></b>   | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$15,000</u></b>    | <b><u>\$15,000</u></b>  | <b><u>100.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$863,254</u></b>   | <b><u>\$363,698</u></b>            | <b><u>\$842,052</u></b>   | <b><u>\$955,354</u></b>   | <b><u>\$113,302</u></b> | <b><u>13.46%</u></b>  |

## Summary by Activity

|                                    | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change            | %<br>Change          |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------------|----------------------|
| Administration                     | \$615,190               | \$521,842                          | \$722,149               | \$994,594               | \$272,445               | 37.73%               |
| Design and Construction            | \$262,640               | (\$134,964)                        | \$107,905               | (\$9,152)               | (\$117,057)             | (108.48%)            |
| Subdivisions and Approvals         | <u>(\$14,576)</u>       | <u>(\$23,180)</u>                  | <u>\$11,998</u>         | <u>(\$30,088)</u>       | <u>(\$42,086)</u>       | <u>(350.78%)</u>     |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$863,254</u></b> | <b><u>\$363,698</u></b>            | <b><u>\$842,052</u></b> | <b><u>\$955,354</u></b> | <b><u>\$113,302</u></b> | <b><u>13.46%</u></b> |



# 2022 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                                        | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |          |                     | 2022<br>TAX BASE |
|--------------------------------------------------------------------|-------------------------|-----------------------------|------------------|-----------|-----------------|----------|---------------------|------------------|
|                                                                    |                         |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX  | SPECIFIC<br>RESERVE |                  |
| <b>INFRASTRUCTURE PLANNING</b>                                     |                         |                             |                  |           |                 |          |                     |                  |
| <b>Road Network</b>                                                |                         |                             |                  |           |                 |          |                     |                  |
| Asphalt Resurfacing on Various City Streets                        | 3,500.00                | 4,000.00                    | 3,954.00         |           |                 |          | 46.00               |                  |
| <u>2022 Projects</u>                                               |                         |                             |                  |           |                 |          |                     |                  |
| Second St. West from Angelo Lebano Cres. to Haulage Dr.            |                         |                             |                  |           |                 |          |                     |                  |
| Water St. from Marlborough St. to Amelia St.                       |                         |                             |                  |           |                 |          |                     |                  |
| McConnell Ave. from Second St. East to Fifth St. East              |                         |                             |                  |           |                 |          |                     |                  |
| Sydney St. from Ninth St. to Vimy Ave.                             |                         |                             |                  |           |                 |          |                     |                  |
| Kingslea Cres. from McConnell Ave. to Kingslea Cres.               |                         |                             |                  |           |                 |          |                     |                  |
| Walton St. from Guy St. to Carleton St.                            |                         |                             |                  |           |                 |          |                     |                  |
| Fifth St. West from York St. to Bedford St.                        |                         |                             |                  |           |                 |          |                     |                  |
| Race St. from Water St. to Marlborough St.                         |                         |                             |                  |           |                 |          |                     |                  |
| First St. East from Marlborough St. to Lawrence Ave.               |                         |                             |                  |           |                 |          |                     |                  |
| Walton St. from Alice St. to Guy St.                               |                         |                             |                  |           |                 |          |                     |                  |
| Pescod Ave. from Queen St. to Second St. West (Provisional)        |                         |                             |                  |           |                 |          |                     |                  |
| Kenyon Cres. from Lochiel St. to Glengarry Blvd (Provisional)      |                         |                             |                  |           |                 |          |                     |                  |
| Sara St. from Brookdale Ave. to Dead End (Provisional)             |                         |                             |                  |           |                 |          |                     |                  |
| <b>Transportation Capacity</b>                                     |                         |                             |                  |           |                 |          |                     |                  |
| Lemay St. Upgrades Phase 4 - McConnell Ave to Municipal Works Yard | 1,500.00                | 4,500.00                    |                  | 1,630.00  |                 | 2,870.00 |                     |                  |
| Marleau Avenue Reconstruction and Widening - Stage 2               | 2,000.00                |                             |                  |           |                 |          |                     |                  |
| CN Rail Property Acquisition – Second St. W. to Ninth St. W.       | 160.00                  |                             |                  |           |                 |          |                     |                  |
| <b>Intersections</b>                                               |                         |                             |                  |           |                 |          |                     |                  |
| Centretown - Water St. & Montreal Rd Intersections                 | 30.00                   | 30.00                       |                  |           |                 | 30.00    |                     |                  |
| Rainbow Crosswalk                                                  |                         | 15.00                       |                  |           |                 |          |                     | 15.00            |
| <b>Structures</b>                                                  |                         |                             |                  |           |                 |          |                     |                  |
| Culvert Replacement - Fly Creek at Marleau Ave                     | 450.00                  | 450.00                      |                  |           |                 | 450.00   |                     |                  |
| Small Diameter Culvert Replacement                                 | 100.00                  | 100.00                      |                  |           |                 |          | 100.00              |                  |
| <b>Active Transportation (Sidewalk Infrastructure)</b>             |                         |                             |                  |           |                 |          |                     |                  |
| Various Locations                                                  | 240.00                  | 340.00                      |                  |           |                 | 340.00   |                     |                  |
| <b>Active Transportation (Bicycle Infrastructure)</b>              |                         |                             |                  |           |                 |          |                     |                  |
| Various Locations                                                  | 250.00                  | 420.00                      | 120.00           |           |                 | 300.00   |                     |                  |
| <b>Infrastructure Planning Total</b>                               | 8,230.00                | 9,855.00                    | 4,074.00         | 1,630.00  | -               | 3,990.00 | 146.00              | 15.00            |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 8,230.0             | 1,572.0          | 2,755.0   | 745.0           | 2,998.0 | 160.0               | -        |
| 2020 Council Approved Capital | 8,815.0             | 3,590.0          | 600.0     | 131.5           | 4,070.0 | 293.5               | 130.0    |
| 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    |



# Infrastructure Planning

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

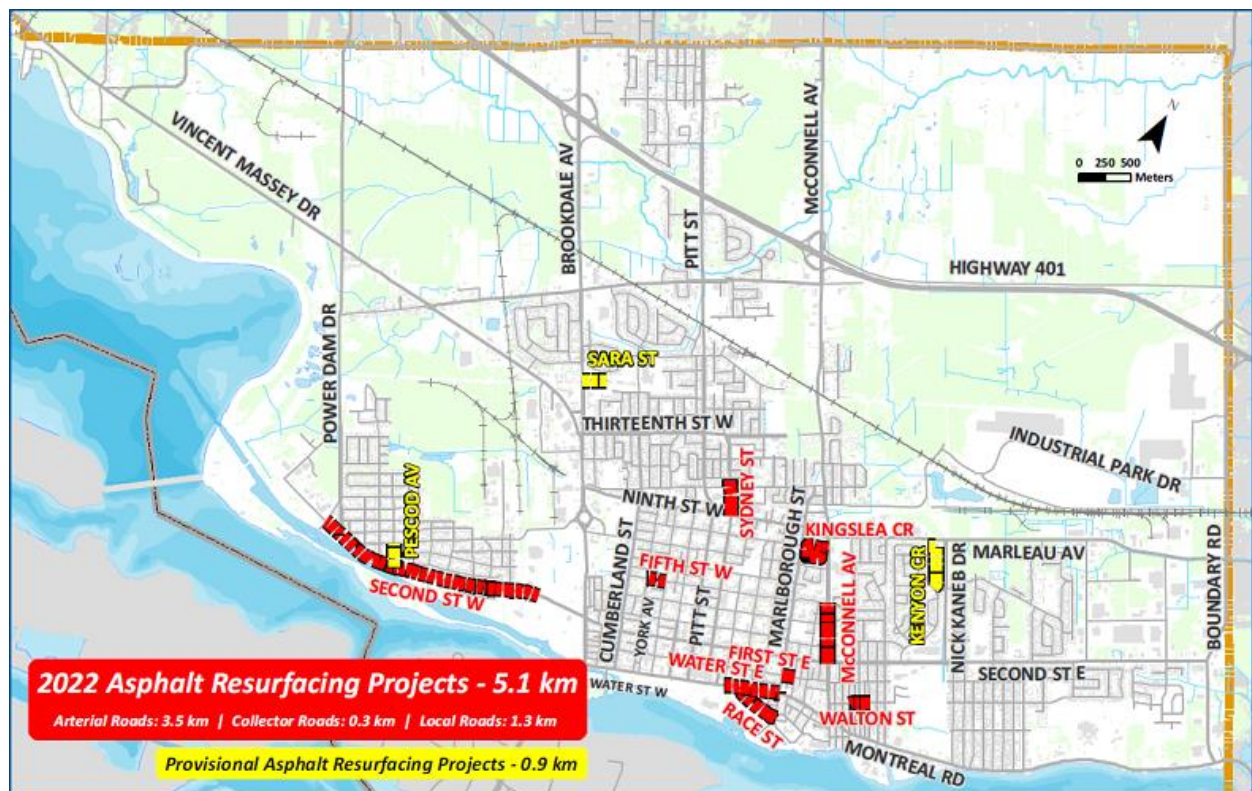
**Funding:** \$3,954,000 OCIF Formula Component (2022 OCIF Allocation Pending)  
\$ 46,000 Road Infrastructure Reserve  
\$4,000,000

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: Lemay Street Upgrades – Phase 4 – McConnell Avenue to Municipal Works Yard

**Funding:** \$1,630,000 Financing  
\$2,870,000 Federal Gas Tax  
\$4,500,000  
\$5,040,000 budgeted in previous years

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.

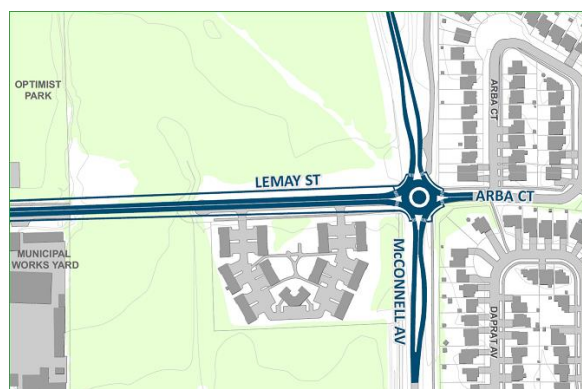
The proposed design satisfied the project's needs and opportunities by improving traffic operations at the intersection of Thirteenth St./Lemay St. at Sydney St. and improved the accessibility to the Municipal Works Yard. It also provides residents of Cornwall with more connectivity in the east-west 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 the Spring of 2020, it was announced that the City's application for Phase 3 was successful in receiving Federal and Provincial funding for the project through the Investing in Canada Infrastructure Program (ICIP). Phase 3 of the Lemay St. project will begin construction in the Spring of 2022.

Phase 4 is comprised of the extension of Lemay St. from the East Limits of the Municipal Works Yard to McConnell Ave. which includes the proposed roundabout at the Lemay St./McConnell Ave. intersection. The construction of Phase 4 is tentatively scheduled to begin in 2023 following the completion of Phase 3.

It is proposed that the construction of Phase 3 and Phase 4 be combined into a single, multi-year construction tender to be awarded in 2022, as doing so will simplify coordination requirements and decrease construction costs through economies of scale.

The 2022 Capital Budget includes \$4.5M to fund the construction of Phase 4. Furthermore, should eligible funding programs become available, a portion of the amount budgeted will be used to fund the municipal component of a funding application and the remainder of the budget would not be utilized.





# Infrastructure Planning

**Project Name:** Centretown - Water Street & Montreal Road Intersections

**Funding:** \$30,000 Federal Gas Tax  
*\$90,000 has been budgeted in previous years*

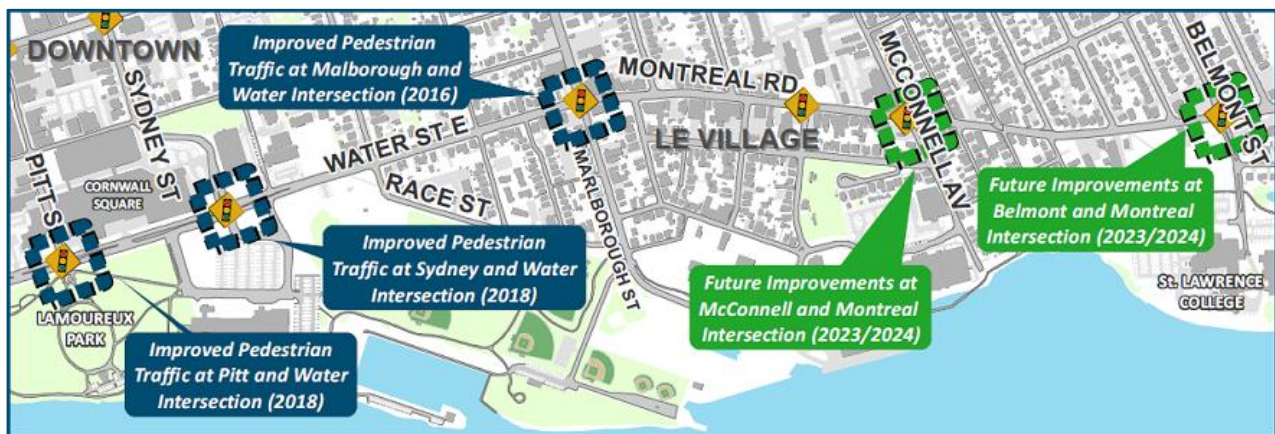
Heart of the City (HOTC) has initiated a Centretown Streetscape Revitalization Strategy and Implementation Plan, with assistance from EDA Collaboration Inc. together with Sierra Planning and Management. The objective of the plan is to provide aesthetic and functional links between Le Village and The 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<sup>th</sup>, 2012, meeting.

Inclusion of this project in the 2022 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 2022, the City will continue to contribute to this account in order to fund future crosswalks along the Water St./Montreal Rd. corridor.

In 2023/2024, the City intends to complete asphalt resurfacing on Montreal Rd. which will include sidewalk replacement, lighting improvements, etc., in the Le Village District from Marlborough St. to St. Felix St. As part of the project, interlock crosswalks will be installed at both the McConnell Ave. and Belmont St. intersections. In 2023, the funds accumulated in this account will be used to fund the interlock crosswalk component of the project.



Water St. & Pitt St.



Water St. & Sydney St.



Water St. & Marlborough St.

# Infrastructure Planning

**Project Name:** Rainbow Crosswalk

**Funding:** \$15,000 Tax Base

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At the June 28, 2021, regular meeting, Council directed Administration to prepare a report on the implementation of a Rainbow Crosswalk in the City once guidelines and standards have been issued by the Ministry of Transportation Ontario (MTO) and the Transportation Association of Canada (TAC) following the completion of the TAC study on artistic crosswalks. TAC has indicated that the report is expected to be completed in 2022. Council also directed Administration to include the implementation of a permanent thermoplastic Rainbow Crosswalk in the 2022 Capital Budget which is to be installed in a prominent and visible location in the City and is to be compliant with TAC and/or MTO standards once the study is completed and guidelines have been issued.

The Council report will include:

- Summary of the results of the study issued by TAC;
- Summary of the guidelines, design standards, specifications, etc., included in the study;
- Discussion on potential locations, approved design selection, schedule and associated costs;
- Consultation with local 2SLGBTQ+ advocacy groups such as but not limited to Diversity Cornwall on potential prominent locations, selecting a TAC approved design, etc.;
- Consultation with BIA's on the location, design, etc.;
- Public consultation on the location, design, etc.; and
- A recommended location which takes into consideration the results of the consultation.

Most municipalities which have implemented these crosswalks on a permanent basis have elected to use thermoplastic markings in lieu of line paint. Line paint is discouraged due to the maintenance costs associated with continually having to repaint the area, the large painted surface becoming slippery when wet, poor durability, etc.

Thermoplastic markings are essentially plastic markings which have been melted into the pavement surface with heat. The benefit of these markings is that it can last up to 5 years depending upon the application and it provides increased traction for pedestrians compared to line paint. The disadvantages of thermoplastic is the initial capital cost and the cost to remove it after it has been placed. As such, thermoplastics are typically installed when the application is intended to be permanent. The cost to install a permanent thermoplastic Rainbow Crosswalk within the City's road network is estimated to be \$10,000 to \$15,000 for one side of an intersection depending upon the size, the location and design.





# Infrastructure Planning

**Project Name:** Culvert Replacement - Fly Creek at Marleau Ave

**Funding:** \$450,000 Federal Gas Tax  
\$450,000 budgeted in previous years.

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The bi-annual structure inspections are undertaken to evaluate the condition of bridges, large culverts, and retaining walls. The Fly Creek Drain at Marleau Avenue culvert, identified as Structure B14 in the 2021 Ontario Structure Inspection Manual (OSIM) report, consists of a 3.7m x 2.3m Corrugated Steel Pipe (CSP) Arch culvert which was installed in 1980. The 2019 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 Fly Creek Drain at Marleau Avenue Culvert Replacement project includes: the removal of the existing CSP Arch culvert, installation of a suitably sized Polymer Coated CSP culvert or concrete box culvert (to be confirmed through the detailed design process), the restoration of the embankments, the reinstatement of the roadway, and the installation of an approved guiderail system. This project was funded over the course of two years beginning in 2021 with a total project budget of \$900K and will be completed in 2022.



# Infrastructure Planning

**Project Name:** Small Diameter Culvert Replacement

**Funding:** \$100,000 Road Infrastructure Reserve

The City has several locations in which small diameter Corrugated Steel Pipe (CSP) culverts, ranging from 400mm diameter to 900mm diameter, requiring 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. 600mm diameter CSP culvert – Marleau Avenue between Campbell Street and Mack Drive
2. 600mm diameter CSP culvert – Marleau Avenue between Education Road and Mack Drive
3. 1,400mm x 1,000mm CSP culvert – Tollgate Road between Power Dam Drive and Poulin Avenue
4. 1000mm diameter CSP culvert – Montreal Road between the NAV Centre and Boundary Road





# Infrastructure Planning

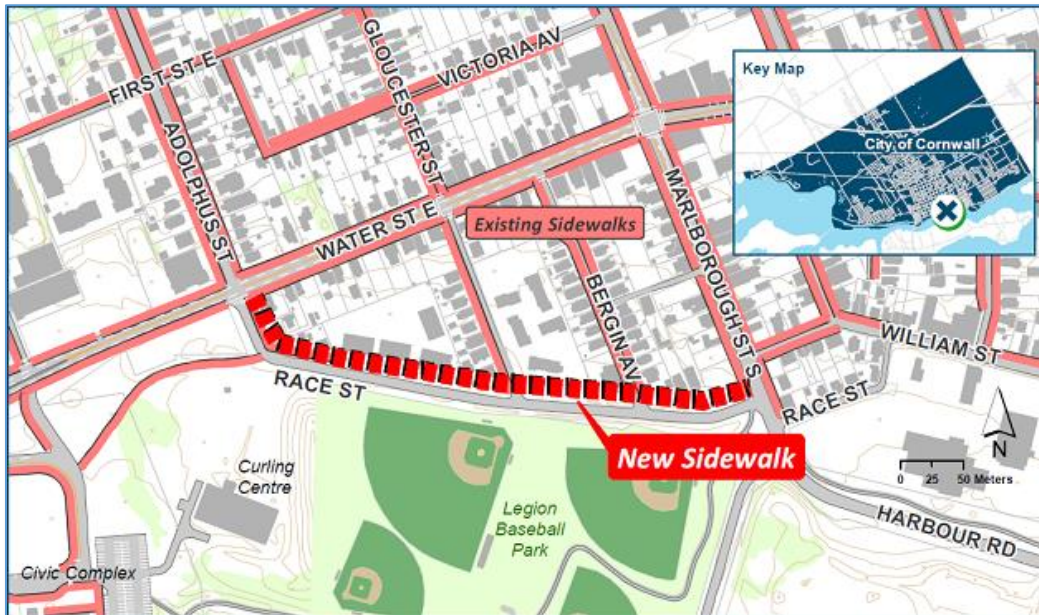
**Project Name:** Active Transportation – Sidewalks

**Funding:** \$340,000 Federal 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 following sidewalk construction projects are proposed for 2022:

- **New Sidewalk** – Race St. from Water St. to Marlborough St. S (\$100K)



- **New Sidewalk** – Iroquois Dr. from Marleau Ave. to St. Felix St. (\$240K)





# Infrastructure Planning

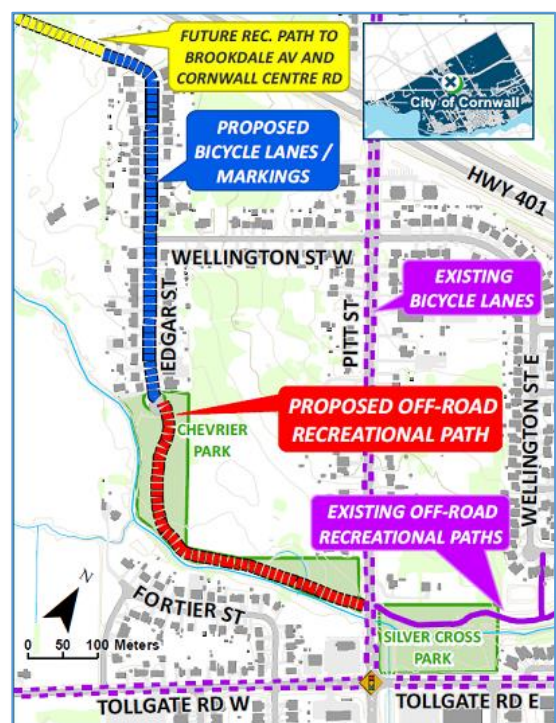
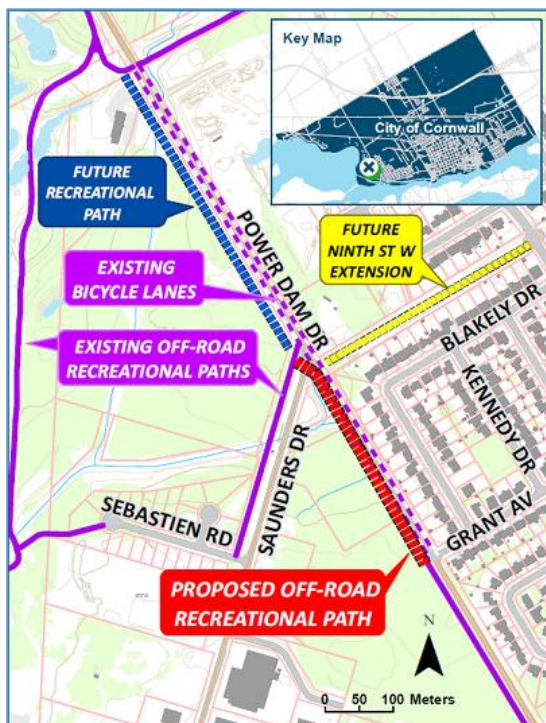
**Project Name:** Active Transportation – Bicycle Infrastructure

**Funding:** \$300,000 Federal Gas Tax  
\$120,000 Canada Community Revitalization Fund  
\$420,000

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 following Bicycle Infrastructure projects are proposed for 2022:

- **New Off-Road Recreational Path – Power Dam Dr. from Grant Av. to Saunders Dr.** (\$160K)
- **New Off-Road Recreational Path – Pitt St. to Edgar Street** (\$180K)



- **New Off-Road Recreational Path – Race St. from Water St. to Marlborough St. S.** (\$80K)



# 2022 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2022 - 2031

### ROADWAYS AND STRUCTURES

| LOCATION                                                             | FROM                | TO                  | 2022  | 2023   | 2024   | 2025   | 2026   | 2027   | 2028   | 2029   | 2030   | 2031   |
|----------------------------------------------------------------------|---------------------|---------------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>ROAD NETWORK</b>                                                  |                     |                     |       |        |        |        |        |        |        |        |        |        |
| 1 Asphalt Resurfacing                                                | Various Locations   |                     | 4,000 | 4,000  | 4,050  | 4,050  | 4,125  | 4,125  | 4,200  | 4,200  | 4,275  | 4,275  |
| 2 Marlborough St.                                                    | Ninth St.           | Eleventh St.        |       |        | 1,500  |        |        |        |        |        |        |        |
| 3 Transportation Master Plan                                         |                     |                     |       | 300    |        |        |        |        |        |        |        |        |
| 4 Bicycle and Pedestrian Master Plan                                 |                     |                     |       |        |        |        | 150    |        |        |        |        |        |
| <b>TRANSPORTATION CAPACITY</b>                                       |                     |                     |       |        |        |        |        |        |        |        |        |        |
| 1 Marleau Ave/Ninth St. Upgrade - Stg 2                              | Alice St.           | Nick Kaneb Dr.      |       | 5,000  |        |        |        |        |        |        |        |        |
| 2 Marleau Ave/Ninth St. Upgrade - Stg 3                              | Nick Kaneb Dr.      | Campbell St.        |       |        |        |        | 5,000  |        |        |        |        |        |
| 3 Nick Kaneb Dr. Extension - Business Park Expansion                 | Industrial Park Dr. | Tollgate Rd.        |       | 10,000 |        |        |        |        |        |        |        |        |
| 4 Tollgate Rd East - Business Park Expansion                         | Nick Kaneb Dr.      | East Limits         |       |        | 5,000  |        |        |        |        |        |        |        |
| 5 Lemay St. Upgrades & Extension - Stg 4                             | East Limit          | McConnell Ave.      | 4,500 |        |        |        |        |        |        |        |        |        |
| 6 Brookdale Ave/CN - Connect. Link EA                                | Tollgate Rd.        | Cornwall Centre Rd. |       |        | 200    |        |        |        | 5,000  | 5,000  | 10,000 | 10,000 |
| 7 Brookdale Ave - 7th St. to 14th St. - EA                           | Seventh St.         | Fourteenth St.      |       | 500    | 3,000  | 4,000  |        |        |        |        |        |        |
| 8 Pitt St. Widening & Env. Assessment                                | Thirteenth St.      | Tollgate Rd.        |       |        |        |        |        | 5,000  |        |        |        |        |
| <b>INTERSECTIONS</b>                                                 |                     |                     |       |        |        |        |        |        |        |        |        |        |
| 1 Centretown - Water St./Montreal Rd Intersections                   |                     |                     | 30    | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     | 30     |
| 2 Rainbow Crosswalk                                                  |                     |                     | 15    |        |        |        |        |        |        |        |        |        |
| <b>STRUCTURES</b>                                                    |                     |                     |       |        |        |        |        |        |        |        |        |        |
| 1 Boundary Road at Grant's Corners Bridge Rehabilitation             |                     |                     |       |        |        |        | 1,000  |        |        |        |        |        |
| 2 Boundary / CNR - EA / Land for Overpass / Construction             |                     |                     |       | 300    | 2,400  | 2,400  | 2,400  |        |        |        |        |        |
| 3 Fly Creek at Marleau Avenue (B14)                                  |                     |                     | 450   |        |        |        |        |        |        |        |        |        |
| 4 Fly Creek at Education Road (B17)                                  |                     |                     |       | 400    |        |        |        |        |        |        |        |        |
| 5 Lock 19 (Mid Segment) (B22)                                        |                     |                     |       |        | 500    |        |        |        |        |        |        |        |
| 6 Small Diameter Culvert Replacement                                 |                     |                     | 100   | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    | 100    |
| 7 Structure Rehab                                                    |                     |                     |       |        |        | 600    | 600    | 600    | 650    | 650    | 700    | 700    |
| <b>ACTIVE TRANSPORTATION (Bicycle &amp; Sidewalk Infrastructure)</b> |                     |                     |       |        |        |        |        |        |        |        |        |        |
| 1 Sidewalk Infrastructure ( <i>SEE APPENDIX "A" FOR LIST</i> )       |                     |                     | 340   | 360    | 360    | 360    | 380    | 380    | 400    | 400    | 420    | 420    |
| 2 Bicycle Infrastructure ( <i>SEE APPENDIX "B" FOR LIST</i> )        |                     |                     | 420   | 440    | 440    | 460    | 460    | 480    | 480    | 480    | 500    | 500    |
| <b>Total Capital</b>                                                 |                     |                     | 9,855 | 21,430 | 17,580 | 12,000 | 14,245 | 10,715 | 10,860 | 10,860 | 16,025 | 16,025 |

# 2022 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2022 - 2031

### ACTIVE TRANSPORTATION (Sidewalk Infrastructure) "APPENDIX A"

| LOCATION                  | SIDE | FROM                | TO                 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---------------------------|------|---------------------|--------------------|------|------|------|------|------|------|------|------|------|------|
|                           |      |                     |                    |      |      |      |      |      |      |      |      |      |      |
| 1 Iroquois Dr.            | E    | St. Felix St.       | Marleau Ave.       | 240  |      |      |      |      |      |      |      |      |      |
| 2 Race St.                | S    | Water St.           | Marlborough St.    | 100  |      |      |      |      |      |      |      |      |      |
| 3 Joyce St.               | W    | Boyd St.            | Dover Rd.          |      | 80   |      |      |      |      |      |      |      |      |
| 4 Joyce St.               | S/W  | Surgenor St.        | Boyd St.           |      | 180  |      |      |      |      |      |      |      |      |
| 5 Joyce St.               | S    | Pescod Ave.         | Surgenor St.       |      | 100  |      |      |      |      |      |      |      |      |
| 6 Queen St.               | N    | Dover Rd.           | Westmooreland Ave. |      |      | 360  |      |      |      |      |      |      |      |
| 7 Queen St.               | N    | Westmooreland Ave.  | Second St. W       |      |      |      | 360  |      |      |      |      |      |      |
| 8 Joyce St.               | N    | Riverdale Ave.      | Pescod Ave.        |      |      |      |      | 140  |      |      |      |      |      |
| 9 Hoople St.              |      | Leonard St.         | Queen St.          |      |      |      |      | 120  |      |      |      |      |      |
| 10 Tenth St.              | N    | Sydney St.          | Adolphus St.       |      |      |      |      | 120  |      |      |      |      |      |
| 11 Ross Ave.              | N    | Cornwall Centre Rd. | McKenzie St.       |      |      |      |      |      | 120  |      |      |      |      |
| 12 McKenzie St.           |      | Ross Ave.           | Pitt St.           |      |      |      |      |      | 80   |      |      |      |      |
| 13 Meadowvale Cres.       | N    | Cline Ave.          | Brookdale Ave.     |      |      |      |      |      | 100  |      |      |      |      |
| 14 Cobble Hill Rd.        | N    | Brookdale Ave.      | Meadowvale Cres.   |      |      |      |      |      | 80   |      |      |      |      |
| 15 Cline Ave.             |      | Meadowvale Cres.    | Cumberland St.     |      |      |      |      |      |      | 130  |      |      |      |
| 16 Balmoral / Station Rd. | N    | Pitt St.            | CNR Station        |      |      |      |      |      |      | 140  |      |      |      |
| 17 Adolphus St.           |      | Tenth St.           | Eleventh St.       |      |      |      |      |      |      | 130  |      |      |      |
| 18 Third St.              | S    | Sydney St.          | Amelia St.         |      |      |      |      |      |      |      | 100  |      |      |
| 19 TBD Masterplan         |      |                     |                    |      |      |      |      |      |      |      | 300  | 420  | 420  |
| Sidewalks Subtotal        |      |                     |                    | 340  | 360  | 360  | 360  | 380  | 380  | 400  | 400  | 420  | 420  |

APPENDIX "A"

# 2022 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2022 - 2031

### ACTIVE TRANSPORTATION (Bicycle Infrastructure) "APPENDIX B"

| LOCATION                               | FROM                | TO                    | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|----------------------------------------|---------------------|-----------------------|------|------|------|------|------|------|------|------|------|------|
|                                        |                     |                       |      |      |      |      |      |      |      |      |      |      |
| 1 Chevrier Park - Off Road Path        | Pitt St.            | Edgar St              | 180  |      |      |      |      |      |      |      |      |      |
| 2 Race St.                             | Water St.           | Marlborough St.       | 80   |      |      |      |      |      |      |      |      |      |
| 3 Power Dam Dr.                        | Grant St.           | Saunders Dr.          | 160  |      |      |      |      |      |      |      |      |      |
| 4 Tollgate Rd.                         | Vincent Massey Dr.  | Power Dam Dr.         |      | 190  |      |      |      |      |      |      |      |      |
| 5 McConnell Ave.                       | Hwy 401             | South Branch Rd.      |      | 250  |      |      |      |      |      |      |      |      |
| 6 Cornwall Centre Rd.                  | Brookdale Ave.      | Hwy 138               |      |      | 260  |      |      |      |      |      |      |      |
| 7 Vincent Massey Dr.                   | Fourteenth St.      | Brookdale Ave.        |      |      | 180  |      |      |      |      |      |      |      |
| 8 Vincent Massey Dr.                   | City Limits         | Cornwall Centre Rd.   |      |      |      | 460  |      |      |      |      |      |      |
| 9 Vincent Massey Dr.                   | Cornwall Centre Rd. | Power Dam Dr.         |      |      |      |      | 110  |      |      |      |      |      |
| 10 South Branch Rd.                    | Pitt St.            | McConnell Ave.        |      |      |      |      | 180  |      |      |      |      |      |
| 11 Power Dam Dr.                       | Tollgate Rd.        | Vincent Massey Drive  |      |      |      |      | 90   |      |      |      |      |      |
| 12 Power Dam Dr.                       | Tollgate Rd.        | Bicycle Path Crossing |      |      |      |      | 80   |      |      |      |      |      |
| 13 Power Dam Dr.                       | Saunders Dr.        | Bicycle Path Crossing |      |      |      |      |      | 160  |      |      |      |      |
| 14 Rosemount Ave.                      | Vincent Massey Dr.  | Brookdale Ave.        |      |      |      |      |      | 320  |      |      |      |      |
| 15 CN Corridor/Big Ben Ski Hill        | Rosemount Ave.      | Seventh St. W.        |      |      |      |      |      |      | 480  |      |      |      |
| 16 Benson Centre                       | Second St. W.       | Seventh St. W.        |      |      |      |      |      |      |      | 480  |      |      |
| 17 Seventh St. W.                      | Brookdale Ave.      | Hoople Ave.           |      |      |      |      |      |      |      |      | 500  |      |
| 18 South Branch Rd.                    | McConnell Ave.      | City Limits           |      |      |      |      |      |      |      |      |      | 500  |
| <b>Bicycle Infrastructure Subtotal</b> |                     |                       | 420  | 440  | 440  | 460  | 460  | 480  | 480  | 480  | 500  | 500  |

APPENDIX "B"

# Waste Management Services

## 2022 Budget Submission

The City of Cornwall's Waste Management Department currently oversees one open landfill, two closed landfill sites, a material recovery facility, a composting facility, and a hazardous waste facility. All of these facilities are used to manage the City of Cornwall's waste.

The annual budget 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. Waste Management ensures the operation and maintenance of the gas and leachate collection systems for the old and new landfill sites. The department plans and provides new waste reduction/diversion programs in order to meet municipal and Provincial objectives while seeking new and innovative ways to conserve airspace within the current landfill design to ultimately maximize the useful life of the facility.

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### 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.

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### Commentary / Budget Variances

#### Salaries and Benefits

An increase in Salaries and Benefits is related to a portion of the Sustainable Project Coordinator now budgeted under Waste Management Services. Other increases represent incremental and contractual obligations.

#### Purchase of Goods

Garbage and Recycling Carts are purchased and resold to customers. Due to a high demand for residential recycling and garbage carts, more carts will be purchased in 2022, resulting in an increase of \$30,000 in Purchase of Goods.

#### Services and Rents

There is an estimated \$179,000 increase in Services and Rents which is attributed to the Consumer Price Index increase and the costs applied to collection and disposal contracts for waste and recycled material. An internal charge for City Equipment Rental has increased by \$15,200 for the use of City vehicles.



#### Financial and Transfers

In 2022, there will be an increase of \$109,300 in Long Term Debt charges associated with the financing of the new Landfill Gas Collection Flare System. Contributions to Reserves has increased by \$250,000 and supports an increase of \$100,000 to Closure/Post Closure costs, \$200,000 to the Organics Program, and a reduction of \$50,000 for capital. The Waste Diversion Capital Reserve will remain flat at \$100,000.

#### Revenue

The 2022 budget estimates a \$202,730 increase in revenue for landfill tipping fees based on inbound tonnage projections and scheduled increase of tipping fees from \$81 to \$83 per tonne on January 1, 2022 and \$83 to \$90 per tonne on July 1, 2022. Due to strong post consumer markets, a revenue increase of \$100,000 for the sale of recycled materials is budgeted for 2022.

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|-----------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                         |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                       |
| Salaries and Benefits                 | \$399,737                 | \$527,197                          | \$576,755                 | \$636,612                 | \$59,857                | 10.38%                |
| Purchase of Goods                     | \$50,547                  | \$78,213                           | \$87,167                  | \$124,435                 | \$37,268                | 42.75%                |
| Services and Rents                    | \$5,378,130               | \$4,362,787                        | \$5,201,220               | \$5,402,683               | \$201,463               | 3.87%                 |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$62,000                  | \$171,300                 | \$109,300               | 176.29%               |
| Financial and Transfers               | <u>\$634,876</u>          | <u>\$932,724</u>                   | <u>\$684,911</u>          | <u>\$948,203</u>          | <u>\$263,292</u>        | <u>38.44%</u>         |
| <b>Subtotal</b>                       | <b>\$6,463,290</b>        | <b>\$5,900,921</b>                 | <b>\$6,612,053</b>        | <b>\$7,283,233</b>        | <b>\$671,180</b>        | <b>10.15%</b>         |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                       |
| Provincial and Federal Grants         | \$570,994                 | \$624,854                          | \$634,633                 | \$634,632                 | (\$1)                   | (0.00%)               |
| Other Municipalities                  | \$713,468                 | \$600,709                          | \$800,000                 | \$800,000                 | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$2,373,558               | \$2,841,188                        | \$2,152,070               | \$2,454,800               | \$302,730               | 14.07%                |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$10,000</u>                    | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$3,658,020</u></b> | <b><u>\$4,076,751</u></b>          | <b><u>\$3,586,703</u></b> | <b><u>\$3,889,432</u></b> | <b><u>\$302,729</u></b> | <b><u>8.44%</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$2,805,270</u></b> | <b><u>\$1,824,170</u></b>          | <b><u>\$3,025,350</u></b> | <b><u>\$3,393,801</u></b> | <b><u>\$368,451</u></b> | <b><u>12.18%</u></b>  |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                         |                       |
| Gross Capital                         | \$0                       | \$0                                | \$400,000                 | \$470,000                 | \$70,000                | 17.50%                |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$400,000)</u>        | <u>(\$420,000)</u>        | <u>(\$20,000)</u>       | <u>5.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$50,000</u></b>    | <b><u>\$50,000</u></b>  | <b><u>100.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$2,805,270</u></b> | <b><u>\$1,824,170</u></b>          | <b><u>\$3,025,350</u></b> | <b><u>\$3,443,801</u></b> | <b><u>\$418,451</u></b> | <b><u>13.83%</u></b>  |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| Waste Management Administration    | \$375,229                 | \$386,395                          | \$429,341                 | \$526,060                 | \$96,719                | 22.53%               |
| Landfill Operations                | \$345,995                 | \$217,112                          | \$385,743                 | \$498,003                 | \$112,260               | 29.10%               |
| Collection and Disposal            | \$572,101                 | \$201,926                          | \$749,713                 | \$725,976                 | (\$23,737)              | (3.17%)              |
| Recycling                          | <u>\$1,511,945</u>        | <u>\$1,018,737</u>                 | <u>\$1,460,553</u>        | <u>\$1,693,762</u>        | <u>\$233,209</u>        | <u>15.97%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$2,805,270</u></b> | <b><u>\$1,824,170</u></b>          | <b><u>\$3,025,350</u></b> | <b><u>\$3,443,801</u></b> | <b><u>\$418,451</u></b> | <b><u>13.83%</u></b> |



# 2022 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                           | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |          |                     | 2022<br>TAX BASE |
|-------------------------------------------------------|-------------------------|-----------------------------|------------------|-----------|-----------------|----------|---------------------|------------------|
|                                                       |                         |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX  | SPECIFIC<br>RESERVE |                  |
| <b>WASTE MANAGEMENT SERVICES</b>                      |                         |                             |                  |           |                 |          |                     |                  |
| Landfill Leachate and Gas Collection Systems Upgrades | 250.0                   | 100.0                       |                  |           |                 |          | 100.0               |                  |
| Landfill Site Pavement Replacement                    | 50.0                    | 30.0                        |                  |           |                 |          | 30.0                |                  |
| Landfill Expansion / Alternative Disposal ECA         | 100.0                   | 100.0                       |                  |           |                 |          | 100.0               |                  |
| Landfill Site - Maintenance Building Repairs          |                         | 40.0                        |                  |           |                 |          | 40.0                |                  |
| Landfill Site - Scale Upgrades / Maintenance          |                         | 100.0                       |                  |           |                 |          | 100.0               |                  |
| Community Climate Action Plan                         |                         | 100.0                       | 50.0             |           |                 |          |                     | 50.0             |
| <b>Waste Management Services Total</b>                | <b>400.0</b>            | <b>470.0</b>                | <b>50.0</b>      | <b>-</b>  | <b>-</b>        | <b>-</b> | <b>370.0</b>        | <b>50.0</b>      |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                          | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|--------------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                                      |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| <b>2021 Council Approved Capital</b> | 400.0               |                  |           |                 |         | 400.0               |          |
| <b>2020 Council Approved Capital</b> | 300.0               |                  |           |                 |         | 300.0               |          |
| <b>2019 Council Approved Capital</b> | 300.0               |                  |           |                 |         |                     | 300.0    |
| <b>2018 Council Approved Capital</b> | 1,390.0             |                  | 1,290.0   |                 |         |                     | 100.0    |

# Waste Management Services

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

**Funding:** \$100,000 Waste Management Reserve

As the landfill continues to be filled with waste, the gas collection system and well field must be expanded in order to capture the gases generated by decomposing waste. The leachate collection system, which collects all of the liquid leachate in the landfill's base layer must also be expanded before filling can begin in the next landfill cell. Based on volumetric surveying it is anticipated that the next phase of the well field expansion will be in 2022.

The proper operation of the leachate and methane gas collection system is fundamental to the proper operation of the Landfill Site and compliance with the Ministry of Environment, Conservation, and Parks (MECP), Environmental Compliance Approval (ECA). The ongoing expansion of both the gas and leachate collection systems is essential to control the methane gas build up at the landfill as well as ground water contamination from inadequate leachate collection infrastructure. Improper operation or the delay in construction of these systems may create an environmental health and safety issue as well as non-compliance with the ECA. The expansion of these systems will continue regularly as the landfill reaches capacity.

In 2022, this project will be utilized for the preparation of the design and construction specifications for the expansion of the Landfill Gas and Leachate Collection systems. Additionally, the MECP has concerns with the amount of leachate that is mounding within the active landfill site. The City is currently investigating the cause of the mounding and possible remediation scenarios. If necessary, any remaining funds of this capital budget item may be redirected to the remediation of the leachate mounding within the active landfill site. If the leachate mounding is not controlled and remediated the MECP has indicated that potential expansion to the current landfill site may not be considered.



# Waste Management Services

**Project Name:** Landfill Site Pavement Replacement

**Funding:** \$30,000 Waste Management Reserve

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There is an average of 28,000 visits made by the public to the landfill site each year. Created in 1988, the public service area acts as a transfer station within the landfill, which allows the public to properly sort their waste materials into garbage, recycling, scrap metal, tires, CFC appliances, hazardous waste, and electronics. The public service area includes a weigh scale which uses Geoware software to identify vehicles, measure the vehicle weight and assign the vehicle to a specific waste class in order to properly charge inbound site users. This system is essential in gathering data for the Landfill Site Annual Report as required each year by the Ministry of Environment, Conservation, and Parks under the Environmental Compliance Approval for the site.

In an effort to increase diversion and public awareness of diversion programs, improve public accessibility, mitigate potential health and safety concerns, as well alleviate drop-off space concerns, it is proposed to redesign the public service area and pave added space. Paving of added space will allow more efficient organization of the drop-off waste bins and allow addition of new diversion bins. This will serve to increase the diversion rate for residentially delivered waste and makes more efficient use of the current public service area.





# Waste Management Services

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

**Funding:** \$100,000 Waste Management Reserve

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The City of Cornwall's Landfill Site is estimated to be at capacity in as little as 10 years. The Landfill Expansion and Alternative Disposal ECA project funding will fund studies and applications to the Provincial Government that will result in either expansion of our current landfill or in determining alternative ways to manage our waste once the landfill reaches capacity. This project is essential to the health and safety of the community as it ensures the continuity of a reliable means of waste disposal and management.

Opening a new landfill or expanding the current site is a lengthy process. Based on a recent report issued by the Ontario Waste Management Association it is estimated that in Ontario landfills, there is only 122.9 million tonnes remaining for disposal. The report indicates that Ontario will fill the remaining landfill capacity by 2032 (assuming no new landfills are approved).

The Waste Management Division has identified methods of significantly extending the landfill site through new innovative ways of covering the waste on the tipping face daily, exploring new options for surveying the landfill to identify potential space and finding alternate sources of diversion.



# Waste Management Services

**Project Name:** Landfill Site – Maintenance Building Repairs

**Funding:** \$40,000 Waste Management Reserve

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The Landfill Operations contractor is responsible for operating the tipping face, compost depot, wood waste depot, public service area drop-off bins as well as grounds maintenance and snow clearing. The contractor operates the Landfill Operations contract out of the City's maintenance building at the landfill site.

The building, which was constructed in 1988, is aging and repairs are required for the existing door frames and concrete work in order to reduce heat loss during the winter months. These repairs will reduce the heating cost and emissions generated by the maintenance building. As part of the 2022 Capital Budget, the Waste Management Department proposes \$40,000 to remedy the issues with the existing door frames and seals to reduce heating costs and associated CO<sub>2</sub> emissions.



# Waste Management Services

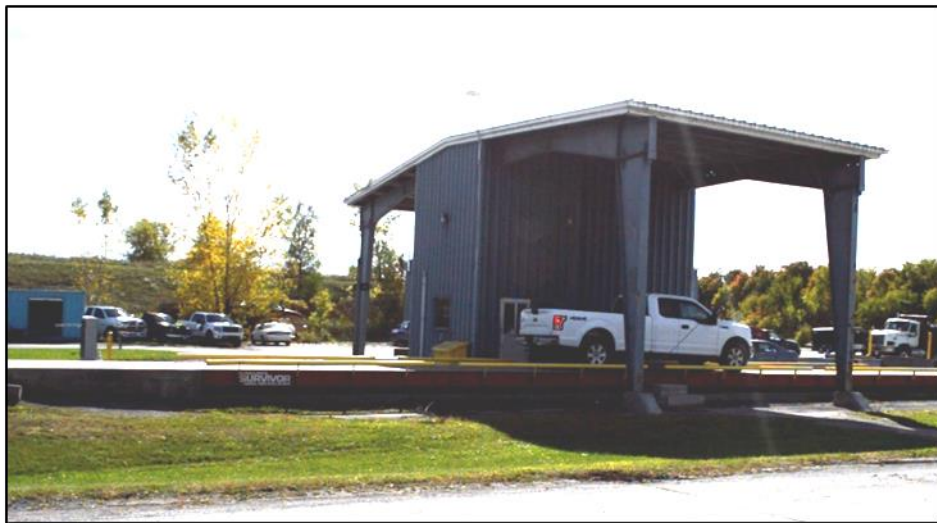
**Project Name:** Landfill Site – Scale Upgrades / Maintenance

**Funding:** \$100,000 Waste Management Reserve

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There is an average of 28,000 visits made by the public to the Landfill Site each year. All traffic must pass over the inbound and outbound scales, which communicate with the scale software to record tonnage and assign charges to customers. This system's accuracy is essential in gathering data for the Landfill Site Annual Report as required each year by the Ministry of Environment, Conservation, and Parks under the Environmental Compliance Approval for the site.

Currently the site is serviced by two scales, both of different ages. One scale weighs inbound traffic while the second scale weighs outbound traffic. Both scales are constructed with steel framing and both are currently exhibiting corrosion caused by salt application during winter storm events; however, the inbound scale appears to be exhibiting excessive deterioration. The Waste Management Department is proposing to take the inbound scale out of service in order allow for a detailed structural evaluation to be conducted. This inspection will determine whether maintenance (grind and repaint) or complete replacement is the appropriate course of action to ensure the on-going functionality of the scale. Either remediation strategy will be costly with full replacement considered as the most expensive option.





# Environmental Sustainability

**Project Name:** Community Climate Action Plan

**Funding:** \$ 50,000 Tax Base  
\$ 50,000 FCM Green Municipal Fund  
\$100,000

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Creation of a Community Climate Action Plan would build upon the 2021 cost analysis report for Cornwall's Greenhouse Gas emissions to further establish a vision as well as priority actions to support sustainable development at the municipal and neighbourhood levels. This plan will provide recommendations to help Cornwall reduce greenhouse gas emissions, improve its soil, water and air quality, and become resilient to extreme weather events. Having a Community Climate Action Plan leverages partnerships and government funding sources; such as, the Federation of Canadian Municipalities' (FCM) Green Municipal Fund.

It is proposed to apply for funding for the Community Climate Action Plan through FCM's Green Municipal Fund. FCM may provide a grant for up to 50% of eligible costs to a maximum of \$175,000 to commission a climate and energy consultant to create a plan with a sustainable development vision encompassing environmental, social and economic objectives. It is anticipated that cost of developing a community climate action plan for the municipality the size of Cornwall would be in the order of \$100,000. Accordingly, the City's share of \$50,000 is required to demonstrate the City's commitment to proceed with development of a climate action plan. The municipal funding will only be accessed subject to confirmation of matching funds from the FCM.



## 2022 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2022 - 2031

#### WASTE MANAGEMENT SERVICES AND ENVIRONMENTAL SUSTAINABILITY

| DESCRIPTION                                           | 2022       | 2023       | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | 2030       | 2031       |
|-------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>WASTE MANAGEMENT SERVICES</b>                      |            |            |            |            |            |            |            |            |            |            |
| Landfill Leachate and Gas Collection Systems Upgrades | 100        | 300        | 40         | 300        | 40         | 300        | 40         | 250        | 40         | 250        |
| Landfill Expansion / Alternate Disposal ECA           | 100        | 100        | 100        | 100        | 100        | 100        | 100        | 100        | 100        | 100        |
| Landfill Site - Service Area Infrastructure Upgrades  |            |            | 50         | 60         | 50         | 40         | 30         | 30         | 30         | 30         |
| Diversion Facilities - Recycling Centre Upgrades      |            | 50         | 50         |            | 50         |            | 100        | 100        | 100        |            |
| Old Landfill Flaring Facility Decommissioning         |            |            |            |            |            |            |            |            |            |            |
| Landfill Site - Scale Upgrades / Maintenance          | 100        |            |            |            |            |            |            |            |            |            |
| Organics Source Separation Program                    |            |            | 600        |            |            |            |            |            |            |            |
| Maintenance Building Repairs                          | 40         |            |            |            |            |            |            |            | 40         |            |
| Landfill Site Pavement Replacement                    | 30         |            |            |            |            |            |            |            |            | 50         |
| <b>ENVIRONMENTAL SUSTAINABILITY</b>                   |            |            |            |            |            |            |            |            |            |            |
| Community Climate Action Plan                         | 100        |            |            |            |            |            |            |            |            |            |
| <b>Total Capital</b>                                  | <b>470</b> | <b>450</b> | <b>840</b> | <b>460</b> | <b>240</b> | <b>440</b> | <b>270</b> | <b>480</b> | <b>310</b> | <b>430</b> |

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# 2022

## BUDGET SUBMISSION

PLANNING, DEVELOPMENT, AND RECREATION

ECONOMIC DEVELOPMENT ■

PLANNING SERVICES ■

BUILDING SERVICES ■

BYLAW SERVICES AND PARKING PROGRAM ■

RECREATION SERVICES ■

CITY FACILITIES ■

# Economic Development

## 2022 Budget Submission

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.

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### Description

Cornwall Economic Development undertakes five major activities:

- Marketing Cornwall
- Investor relations
- Support to existing business sector
- 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. Increase tourism activity.

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### Commentary / Budget Variances

#### Salaries and Benefits

The 2022 budget accounts for a portion of the Marina and Special Events Coordinator position, as well as incremental increases due to contractual obligations.

#### Services and Rents

The increase in Services and Rents accommodates a gradual return to traditional tourism advertising expenditures.

#### Financial and Transfers / Revenue

Repayments for the Small Business Emergency Support Loans in the amount of \$384,800 will be contributed back to reserves in 2022. An offsetting revenue represents these repayments.

#### 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 providing support to the local business community, along with the attraction of young families to Cornwall in order to bolster the size of the local workforce.

#### 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. Tourism marketing efforts are guided by a Marketing Plan. There is no tax base funding for Tourism in the 2022 budget.

#### 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 may fluctuate if special projects are announced, however the net impact to the City remains zero.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission        | \$<br>Change            | %<br>Change          |
|---------------------------------------|---------------------------|------------------------------------|-------------------------|---------------------------|-------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                         |                           |                         |                      |
| <b>EXPENDITURES</b>                   |                           |                                    |                         |                           |                         |                      |
| Salaries and Benefits                 | \$629,506                 | \$582,544                          | \$679,016               | \$721,225                 | \$42,209                | 6.22%                |
| Purchase of Goods                     | \$78,631                  | \$14,324                           | \$24,480                | \$24,480                  | \$0                     | 0.00%                |
| Services and Rents                    | \$571,878                 | \$375,162                          | \$460,478               | \$488,931                 | \$28,453                | 6.18%                |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                     | \$0                       | \$0                     | 0.00%                |
| Financial and Transfers               | <u>\$1,025,952</u>        | <u>\$373,262</u>                   | <u>\$509,750</u>        | <u>\$896,488</u>          | <u>\$386,738</u>        | <u>75.87%</u>        |
| <b>Subtotal</b>                       | <b>\$2,305,967</b>        | <b>\$1,345,292</b>                 | <b>\$1,673,724</b>      | <b>\$2,131,124</b>        | <b>\$457,400</b>        | <b>27.33%</b>        |
| <b>REVENUE</b>                        |                           |                                    |                         |                           |                         |                      |
| Provincial and Federal Grants         | \$415,402                 | \$226,177                          | \$205,357               | \$205,357                 | \$0                     | 0.00%                |
| Other Municipalities                  | \$0                       | \$0                                | \$0                     | \$0                       | \$0                     | 0.00%                |
| Fees, Service Charges, & Misc Revenue | \$394,291                 | \$410,948                          | \$701,299               | \$1,142,920               | \$441,621               | 62.97%               |
| Internal Revenue                      | \$0                       | \$0                                | \$0                     | \$0                       | \$0                     | 0.00%                |
| Contribution from Reserves            | <u>\$839,331</u>          | <u>\$46,674</u>                    | <u>\$13,300</u>         | <u>\$13,300</u>           | <u>\$0</u>              | <u>0.00%</u>         |
| <b>Subtotal</b>                       | <b><u>\$1,649,024</u></b> | <b><u>\$683,799</u></b>            | <b><u>\$919,956</u></b> | <b><u>\$1,361,577</u></b> | <b><u>\$441,621</u></b> | <b><u>48.00%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$656,943</u></b>   | <b><u>\$661,493</u></b>            | <b><u>\$753,768</u></b> | <b><u>\$769,547</u></b>   | <b><u>\$15,779</u></b>  | <b><u>2.09%</u></b>  |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                         |                           |                         |                      |
| Gross Capital                         | \$0                       | \$0                                | \$0                     | \$0                       | \$0                     | 0.00%                |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>         |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$656,943</u></b>   | <b><u>\$661,493</u></b>            | <b><u>\$753,768</u></b> | <b><u>\$769,547</u></b>   | <b><u>\$15,779</u></b>  | <b><u>2.09%</u></b>  |

## Summary by Activity

|                                    | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change           | %<br>Change         |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| Economic Development               | \$583,990               | \$465,326                          | \$653,655               | \$672,969               | \$19,314               | 2.95%               |
| Tourism                            | \$17,246                | \$104,350                          | (\$8,637)               | (\$12,172)              | (\$3,535)              | 40.93%              |
| Community Improvement Programs     | \$55,707                | \$89,897                           | \$108,750               | \$108,750               | \$0                    | 0.00%               |
| Business Enterprise Centre         | <u>\$0</u>              | <u>\$1,920</u>                     | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$656,943</u></b> | <b><u>\$661,493</u></b>            | <b><u>\$753,768</u></b> | <b><u>\$769,547</u></b> | <b><u>\$15,779</u></b> | <b><u>2.09%</u></b> |



# Planning Services

## 2022 Budget Submission

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.

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### 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. Complete the Archaeological Management Plan and new Zoning By-Law (Planning Act Regulation).
3. Enhance communications to residents and stakeholders within the City.
4. OPPI and RPP Designation for all Planning staff.

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### Commentary / Budget Variances

The main premise of the department 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.

### Salaries and Benefits

Staffing levels remain unchanged in 2022 and increases represent incremental and contractual obligations.

### Services and Rents

The Archeological Management Plan which is prepared by municipalities to identify any existing and potential archeological resources will be completed in 2022 and will be consistent with the requirements of the Provincial Policy Statement. They provide local policies and procedures for development and provide possible conservation strategies during early planning processes.

Another major document that is being completed 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 By-Law must be started within 3 years after the approval of the Official Plan. In conjunction with this review, other By-Laws (Signs By-Law, Streets By-Law and Noise By-Law) will need to be revised to ensure consistency with the new Zoning By-Law.

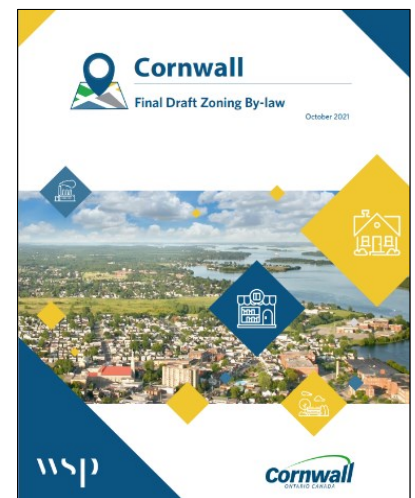
Both the Archeological Management Plan and the Comprehensive Zoning By-Law have been budgeted in previous years but will be completed in 2022. There are no new departmental plans or by-law reviews budgeted for 2022; therefore, there is a reduction in Services and Rents along with an associated revenue reduction in Contribution from Reserves.

### Financial and Transfers

A contribution to reserves for future plans has also been removed from the 2022 budget as there are sufficient funds to support future initiatives at this time.

### Revenue

Fees, Service Charges, and Miscellaneous Revenue has increased slightly in the 2022 budget to reflect ongoing trends and an increase in development activity.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change              | %<br>Change            |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                           |                        |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                           |                        |
| Salaries and Benefits                 | \$504,798               | \$418,513                          | \$546,851               | \$567,608               | \$20,757                  | 3.80%                  |
| Purchase of Goods                     | \$6,530                 | \$2,558                            | \$10,400                | \$13,800                | \$3,400                   | 32.69%                 |
| Services and Rents                    | \$218,484               | \$141,198                          | \$324,917               | \$136,891               | (\$188,026)               | (57.87%)               |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$94,114</u>         | <u>\$52,232</u>                    | <u>\$50,000</u>         | <u>\$4,630</u>          | <u>(\$45,370)</u>         | <u>(90.74%)</u>        |
| <b>Subtotal</b>                       | <b>\$823,926</b>        | <b>\$614,501</b>                   | <b>\$932,168</b>        | <b>\$722,929</b>        | <b>(\$209,239)</b>        | <b>(22.45%)</b>        |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                           |                        |
| Provincial and Federal Grants         | \$50,000                | \$0                                | \$0                     | \$0                     | \$0                       | 0.00%                  |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                       | 0.00%                  |
| Fees, Service Charges, & Misc Revenue | \$225,753               | \$280,682                          | \$289,000               | \$294,000               | \$5,000                   | 1.73%                  |
| Internal Revenue                      | \$0                     | \$0                                | \$0                     | \$0                     | \$0                       | 0.00%                  |
| Contribution from Reserves            | <u>\$112,023</u>        | <u>\$65,004</u>                    | <u>\$200,000</u>        | <u>\$0</u>              | <u>(\$200,000)</u>        | <u>(100.00%)</u>       |
| <b>Subtotal</b>                       | <b><u>\$387,776</u></b> | <b><u>\$345,686</u></b>            | <b><u>\$489,000</u></b> | <b><u>\$294,000</u></b> | <b><u>(\$195,000)</u></b> | <b><u>(39.88%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$436,150</u></b> | <b><u>\$268,815</u></b>            | <b><u>\$443,168</u></b> | <b><u>\$428,929</u></b> | <b><u>(\$14,239)</u></b>  | <b><u>(3.21%)</u></b>  |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                           |                        |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                       | 0.00%                  |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>                | <u>0.00%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>    |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$436,150</u></b> | <b><u>\$268,815</u></b>            | <b><u>\$443,168</u></b> | <b><u>\$428,929</u></b> | <b><u>(\$14,239)</u></b>  | <b><u>(3.21%)</u></b>  |

|                                    |                         |                                    |                         |                         |                          |                       |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|--------------------------|-----------------------|
| Summary by Activity                | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change             | %<br>Change           |
| Planning Services                  | \$436,150               | \$268,815                          | \$439,618               | \$424,029               | (\$15,589)               | (3.55%)               |
| Waterfront                         | <u>\$0</u>              | <u>\$0</u>                         | <u>\$3,550</u>          | <u>\$4,900</u>          | <u>\$1,350</u>           | <u>38.03%</u>         |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$436,150</u></b> | <b><u>\$268,815</u></b>            | <b><u>\$443,168</u></b> | <b><u>\$428,929</u></b> | <b><u>(\$14,239)</u></b> | <b><u>(3.21%)</u></b> |

# Building Services

## 2022 Budget Submission

Building Services is responsible for administering and enforcing the *Ontario Building Code (OBC)*, the *Building Code Act* and associated applicable laws on behalf of the Province. The OBC is a set of rules that specify minimum standards for the construction of buildings and structures, with primary focus for health & safety of the occupants.

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### Description

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

The primary purpose is the promotion of public safety through the application of appropriate uniform building standards. Ensuring that our built environment is safe at home, work, and play.

### Key Goals

1. Progress towards paperless operations, including electronic Building Permit applications and review.
  2. Introduction of a Portal system for electronic submission of various licenses and permits.
  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.
  4. Increase professional development and training opportunities.
- 

### Commentary / Budget Variances

#### Salaries and Benefits

Staffing levels remain unchanged in 2022 and increases represent incremental and contractual obligations. Staff turnover has resulted in salary reductions for some positions as employees are budgeted at the beginning of the pay scale. In addition, this has also increased the amount of training and professional development that is required as new staff is onboarded.

#### Services and Rents

Building Services has historically contracted external services to assist in the building permit review process; however, with staffing vacancies, additional assistance may be required for both plans examination and building inspections. An amount of \$40,000 has been budgeted for this item.

#### Revenue

Revenue from building permits has increased by approximately \$188,000 compared to the 2021 budget. This increase is forecasted due to current market conditions and strong economic growth in the construction sector.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change              | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                           |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                       |
| Salaries and Benefits                 | \$812,154                 | \$678,141                          | \$896,713                 | \$898,738                 | \$2,025                   | 0.23%                 |
| Purchase of Goods                     | \$27,801                  | \$12,689                           | \$32,300                  | \$32,300                  | \$0                       | 0.00%                 |
| Services and Rents                    | \$146,348                 | \$100,654                          | \$159,192                 | \$207,064                 | \$47,872                  | 30.07%                |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Financial and Transfers               | <u>\$155,928</u>          | <u>\$104,079</u>                   | <u>\$5,600</u>            | <u>\$7,182</u>            | <u>\$1,582</u>            | <u>28.25%</u>         |
| <b>Subtotal</b>                       | <b>\$1,142,231</b>        | <b>\$895,563</b>                   | <b>\$1,093,805</b>        | <b>\$1,145,284</b>        | <b>\$51,479</b>           | <b>4.71%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                       |
| 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 | \$1,306,573               | \$1,373,518                        | \$1,138,000               | \$1,326,337               | \$188,337                 | 16.55%                |
| Internal Revenue                      | \$188                     | (\$10)                             | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>                | <u>0.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$1,306,761</u></b> | <b><u>\$1,373,508</u></b>          | <b><u>\$1,138,000</u></b> | <b><u>\$1,326,337</u></b> | <b><u>\$188,337</u></b>   | <b><u>16.55%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>(\$164,530)</u></b> | <b><u>(\$477,945)</u></b>          | <b><u>(\$44,195)</u></b>  | <b><u>(\$181,053)</u></b> | <b><u>(\$136,858)</u></b> | <b><u>309.67%</u></b> |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                           |                       |
| Gross Capital                         | \$6,355                   | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>                | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$6,355</u></b>     | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>(\$158,175)</u></b> | <b><u>(\$477,945)</u></b>          | <b><u>(\$44,195)</u></b>  | <b><u>(\$181,053)</u></b> | <b><u>(\$136,858)</u></b> | <b><u>309.67%</u></b> |

# By-Law Services and Parking Program

## 2022 Budget Submission

By-Law Services is responsible for the enforcement of various Municipal By-Laws that promote harmony and respect among residents, protects their health, safety, welfare and general quality of life within the community.

The Parking Program is responsible for enforcement operations and issues tickets for violations of the Traffic and Parking By-Law.

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### Description

By-Law Services' 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 Program'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 By-Law.

### Key Goals

1. Continued expansion of the Parking Program with the introduction of Overnight and 24-hour parking passes.
  2. Introduction of a Portal system for electronic submission of various licenses and permits.
  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.
  4. Increase professional development and training opportunities.
- 

### Commentary / Budget Variances

#### Salaries and Benefits

A contract position shared between By-Law and Parking Services is included in the 2022 budget. This position is fully funded by grants related to COVID-19. Another position shared between By-Law and Parking has been included for implementation of the AMPS program. This position is included for a portion of the year starting June 1, 2022. Overall, there is an increase of \$126,268 in Salaries and Benefits, offset by \$83,551 in government funding.

#### Purchase of Goods

Improvements to the Parking Program continue with further work being carried out based on the Parking Working Group recommendations. This includes the installation of one additional Pay and Display Machine for a total of three machines in 2022. Along with some additional costs for signage, the total increase to Purchase of Goods is \$18,150.

#### Services and Rents

A change in the OSPCA Dog Impounding Contract has resulted in a reduction of \$16,400. This is offset by a minor increase in training costs for new employees.

#### Financial and Transfers

Financial costs have increased in relation to software requirements for the AMPS program.

#### Revenue

Re-instatement of the Parking Program will hopefully see revenue return to normal pre-COVID-19 levels. Typically, the Parking Program is a fully funded program that is a user-based cost recovery, including both on-street and municipal lot parking, passes and violations. With the implementation of the AMPS program, there will be a modest revenue increase as this program rolls out.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change             | %<br>Change           |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|--------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                          |                       |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                          |                       |
| Salaries and Benefits                 | \$716,430               | \$583,639                          | \$775,992               | \$902,260               | \$126,268                | 16.27%                |
| Purchase of Goods                     | \$49,609                | \$22,904                           | \$72,400                | \$90,550                | \$18,150                 | 25.07%                |
| Services and Rents                    | \$296,445               | \$155,815                          | \$270,605               | \$259,363               | (\$11,242)               | (4.15%)               |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Financial and Transfers               | <u>\$185,801</u>        | <u>\$151,450</u>                   | <u>\$232,238</u>        | <u>\$244,121</u>        | <u>\$11,883</u>          | <u>5.12%</u>          |
| <b>Subtotal</b>                       | <b>\$1,248,285</b>      | <b>\$913,808</b>                   | <b>\$1,351,235</b>      | <b>\$1,496,294</b>      | <b>\$145,059</b>         | <b>10.74%</b>         |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                          |                       |
| Provincial and Federal Grants         | \$354,923               | \$0                                | \$0                     | \$83,551                | \$83,551                 | 100.00%               |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$366,363               | \$277,651                          | \$734,700               | \$892,309               | \$157,609                | 21.45%                |
| Internal Revenue                      | \$26                    | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Contribution from Reserves            | <u>\$0</u>              | <u>\$10,000</u>                    | <u>\$82,620</u>         | <u>\$0</u>              | <u>(\$82,620)</u>        | <u>(100.00%)</u>      |
| <b>Subtotal</b>                       | <b><u>\$721,312</u></b> | <b><u>\$287,651</u></b>            | <b><u>\$817,320</u></b> | <b><u>\$975,860</u></b> | <b><u>\$158,540</u></b>  | <b><u>19.40%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$526,973</u></b> | <b><u>\$626,157</u></b>            | <b><u>\$533,915</u></b> | <b><u>\$520,434</u></b> | <b><u>(\$13,481)</u></b> | <b><u>(2.52%)</u></b> |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                          |                       |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>               | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>        | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$526,973</u></b> | <b><u>\$626,157</u></b>            | <b><u>\$533,915</u></b> | <b><u>\$520,434</u></b> | <b><u>(\$13,481)</u></b> | <b><u>(2.52%)</u></b> |

|                                    |                         |                                    |                         |                         |                          |                       |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|--------------------------|-----------------------|
| Summary by Activity                | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change             | %<br>Change           |
| By-Law Services                    | \$574,618               | \$368,065                          | \$585,244               | \$574,039               | (\$11,205)               | (1.91%)               |
| Parking Program                    | <u>(\$47,645)</u>       | <u>\$258,092</u>                   | <u>(\$51,329)</u>       | <u>(\$53,605)</u>       | <u>(\$2,276)</u>         | <u>4.43%</u>          |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$526,973</u></b> | <b><u>\$626,157</u></b>            | <b><u>\$533,915</u></b> | <b><u>\$520,434</u></b> | <b><u>(\$13,481)</u></b> | <b><u>(2.52%)</u></b> |



# Recreation Services

## 2022 Budget Submission

Recreation Services is responsible 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 department is also responsible for 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.

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### 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. Maximize participation and minimize operational costs for Aquatic Centre, Civic Complex and Benson Centre.
2. Provide publicly accessible recreation opportunities to the citizens of Cornwall.
3. Promote the Civic Complex and other facilities for special events and other bookings.

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### Commentary / Budget Variances

#### Salaries and Benefits

There is a slight decrease in full-time salaries as a result of the transfer of a full-time position from Recreation Services to City Facilities, which has resulted in a corresponding increase in City Facilities. Also, a new full-time Arts and Culture Coordinator position has been added to the budget to oversee the operation of the new Arts and Culture Centre. The budget submission includes three months of salary for this proposed position as the recruitment process is not anticipated to commence until the latter half of 2022. Other increases represent incremental and contractual obligations. Overall, there is a net increase in Salaries and Benefits of \$24,133 or 1.10%.

#### Purchase of Goods

There is a \$12,956 overall increase in Purchase of Goods as compared to 2021, which is largely due to an \$10,000 increase in gasoline and fuel costs.

#### Services and Rents

There is a marginal increase in Services and Rents of \$13,573 which is due to increases in ticketing system service costs, and contracted services.

#### Financial and Transfers

There is a \$94,174 increase in the Financial portion of the 2022 budget which is related to a \$150,000 increase in the funding contribution to Aultsville Theatre (2021: \$127,000 2022: \$277,000). Other increases include subsidies provided to minor sports (\$27,408). A decrease in expenditures related to hockey client fees (\$80,000) has a coinciding decrease in revenue.

#### Revenue

Recreation Services revenues are projected to decrease by \$12,903. This predominately related to a decrease in revenue related to hockey client fees (\$80,000) which has a coinciding decrease in Financial and Transfers. This is offset by a projected increase in revenue for fuel sales (\$41,000) and seasonal and transient dockage (\$27,000) at Marina 200.



## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change             | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|--------------------------|-----------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                          |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                          |                       |
| Salaries and Benefits                 | \$1,502,759               | \$1,730,674                        | \$2,193,150               | \$2,217,283               | \$24,133                 | 1.10%                 |
| Purchase of Goods                     | \$48,024                  | \$165,305                          | \$174,704                 | \$187,660                 | \$12,956                 | 7.42%                 |
| Services and Rents                    | \$198,492                 | \$117,303                          | \$401,049                 | \$414,622                 | \$13,573                 | 3.38%                 |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Financial and Transfers               | <u>\$443,783</u>          | <u>\$255,511</u>                   | <u>\$699,908</u>          | <u>\$794,082</u>          | <u>\$94,174</u>          | <u>13.46%</u>         |
| <b>Subtotal</b>                       | <b>\$2,193,058</b>        | <b>\$2,268,793</b>                 | <b>\$3,468,811</b>        | <b>\$3,613,647</b>        | <b>\$144,836</b>         | <b>4.18%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                          |                       |
| Provincial and Federal Grants         | \$435,235                 | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$1,611,672               | \$1,222,883                        | \$3,259,501               | \$3,246,598               | (\$12,903)               | (0.40%)               |
| Internal Revenue                      | \$1                       | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Contribution from Reserves            | <u>\$28,000</u>           | <u>\$40,000</u>                    | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>               | <u>0.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$2,074,908</u></b> | <b><u>\$1,262,883</u></b>          | <b><u>\$3,259,501</u></b> | <b><u>\$3,246,598</u></b> | <b><u>(\$12,903)</u></b> | <b><u>(0.40%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$118,150</u></b>   | <b><u>\$1,005,910</u></b>          | <b><u>\$209,310</u></b>   | <b><u>\$367,049</u></b>   | <b><u>\$157,739</u></b>  | <b><u>75.36%</u></b>  |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                          |                       |
| Gross Capital                         | \$200,000                 | \$15,000                           | \$15,000                  | \$240,000                 | \$225,000                | 1500.00%              |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>(\$140,000)</u>        | <u>(\$140,000)</u>       | <u>100.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$200,000</u></b>   | <b><u>\$15,000</u></b>             | <b><u>\$15,000</u></b>    | <b><u>\$100,000</u></b>   | <b><u>\$85,000</u></b>   | <b><u>566.67%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$318,150</u></b>   | <b><u>\$1,020,910</u></b>          | <b><u>\$224,310</u></b>   | <b><u>\$467,049</u></b>   | <b><u>\$242,739</u></b>  | <b><u>108.22%</u></b> |

## Summary by Activity

|                                    | 2020<br>Actuals         | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget          | 2022<br>Submission      | \$<br>Change            | %<br>Change           |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| Recreation Admin                   | (\$194,495)             | \$193,560                          | \$236,916               | \$270,526               | \$33,610                | 14.19%                |
| Benson Centre                      | (\$608,798)             | (\$253,818)                        | (\$1,089,888)           | (\$1,098,892)           | (\$9,004)               | 0.83%                 |
| Cornwall Civic Complex             | \$266,767               | \$275,899                          | \$129,444               | \$118,505               | (\$10,939)              | (8.45%)               |
| Aquatic Centre                     | \$406,280               | \$403,877                          | \$320,582               | \$336,997               | \$16,415                | 5.12%                 |
| Outdoor Pools                      | \$144,580               | \$166,377                          | \$233,602               | \$242,938               | \$9,336                 | 4.00%                 |
| Leisure Arts                       | \$434,967               | \$344,448                          | \$443,214               | \$687,405               | \$244,191               | 55.10%                |
| Ball Soccer Fields                 | (\$9,274)               | (\$23,432)                         | (\$25,678)              | (\$26,151)              | (\$473)                 | 1.84%                 |
| Marina                             | (\$121,877)             | (\$86,001)                         | (\$23,882)              | (\$85,879)              | (\$61,997)              | 259.60%               |
| Arts Centre                        | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$21,600</u>         | <u>\$21,600</u>         | <u>100.00%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$318,150</u></b> | <b><u>\$1,020,910</u></b>          | <b><u>\$224,310</u></b> | <b><u>\$467,049</u></b> | <b><u>\$242,739</u></b> | <b><u>108.22%</u></b> |

## 2022 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                                                        | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | 2022<br>TAX BASE |
|------------------------------------------------------------------------------------|-------------------------|-----------------------------|------------------|-----------|-----------------|---------|---------------------|------------------|
|                                                                                    |                         |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |                  |
| <b>RECREATION SERVICES AND WATERFRONT</b><br>Implementation of the Waterfront Plan | 15.0                    | 240.0                       |                  |           |                 | 140.0   |                     | 100.0            |
| <b>Recreation Services and Waterfront Total</b>                                    | 15.0                    | 240.0                       | -                | -         | -               | 140.0   | -                   | 100.0            |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2021 Council Approved Capital | 15.0                |                  |           |                 |         |                     | 15.0     |
| 2020 Council Approved Capital | 200.0               |                  |           |                 |         |                     | 200.0    |
| 2019 Council Approved Capital | 60.0                |                  |           | 43.8            |         |                     | 16.2     |
| 2018 Council Approved Capital |                     |                  |           |                 |         |                     |          |

# Recreation Services

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

**Funding:** \$140,000 Federal Gas Tax  
\$100,000 Tax Base  
\$240,000

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**Guindon Park Boat Launch Enhancements Design** (\$80,000 Federal Gas Tax): Enhancing the boat launch would encourage use, improve user experience and public safety. Key aspects of this design will include:

- Ramp and dock to be sized and situated to address fluctuating water levels
- Vehicle access and boat/trailer parking configuration improvements to address safe vehicular and pedestrian movements (reduce conflicts)
- Providing a second dock to separate the proposed beach area from the boat launch
- Incorporating temporary docking space and small craft launch access
- Consultation and coordination of improvements with Cornwall Rowing Club to ensure any enhancements align with the Club's requirements

**Guindon Park Beach Improvement Design** (\$60,000 Federal Gas Tax): The area north of the Guindon Park boat launch was identified in the 2019 Waterfront Plan as a location which can offer safe public water access. A comprehensive plan is required to address the boat launch design, beach and potential for a floating playground. Key aspects of this design will include:

- Developing a beach zone north of boat launch separated with floating dock and lifeguard tower,
- Investigate condition of river bed of identified swimming area for any obstructions,
- Coordinate design with proposed Boat Launch Enhancements design.

**Bike Share Strategy** (\$30,000 Tax Base): Develop a strategy to provide opportunities for both local residents and tourists to rent bicycles and/or introduce a bike share program in Cornwall with a focus on providing opportunities along the waterfront.

**Public Art Strategy** (\$50,000 Tax Base): Establish an overall strategy/master plan to incorporate public art into new waterfront initiatives (both standalone elements and integrated pieces).

**Off-Leash Dog Park Study** (\$20,000 Tax Base): Requests for off-leash dog parks were made by many, for different locations along the waterfront, as part of the Waterfront Plan public consultation process. The 2021 Recreation Plan recommended the City develop a municipal off-leash dog park, guided by a site evaluation exercise.



## 2022 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST  
FOR THE YEARS 2022 - 2031

### Recreation Services and Waterfront

| DESCRIPTION                                                |      |      |      |      |       |       |       |      |      |       |
|------------------------------------------------------------|------|------|------|------|-------|-------|-------|------|------|-------|
|                                                            | 2022 | 2023 | 2024 | 2025 | 2026  | 2027  | 2028  | 2029 | 2030 | 2031  |
| <b>Waterfront</b><br>Implementation of the Waterfront Plan | 240  | 990  | 790  | 460  | 1,140 | 2,100 | 2,245 | 940  | 880  | 1,404 |
| <b>Total Capital</b>                                       | 240  | 990  | 790  | 460  | 1,140 | 2,100 | 2,245 | 940  | 880  | 1,404 |

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# City Facilities

## 2022 Budget Submission

The City Facilities department 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, residents, and visitors of the City.

The City Facilities portfolio includes 66 buildings. The department ensures that all relevant compliance standards and by-laws are met. The department is also responsible for the asset management planning and maintenance operations of various municipally owned buildings along with day-to-day custodial services.

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### 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.

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### Commentary / Budget Variances

#### Salaries and Benefits

Overall, there is a net increase in Salaries and Benefits of \$302,966 or 8.33%. This increase is largely due to incremental and contractual obligations. The 2022 budget submission also includes a wage adjustment for Tradespeople and Duty Subforepersons. There is also an increase due to the transfer of a full-time position from Recreation Services to City Facilities.

#### Purchase of Goods

There is a \$45,355 decrease in Purchase of Goods which is largely related to a \$85,214 reduction in electricity costs which is the result of a previous capital project that converted inefficient light fixtures within recreation facilities (Benson Centre, Civic Complex and Aquatic Centre) to high efficiency LED light fixtures. Also, there is a \$30,000 increase related to the purchase of an outdoor pool heater, ball diamond grooming equipment, a floor scrubber, and a safety ladder for the Civic Complex ice plant condenser.

#### Services and Rents

There is an \$83,054 increase in Services and Rents largely related to adjustments in Contracted Services and contracted Plumbing/Heating/AC services which have been adjusted to reflect the 3-year average actual expenditures.

#### Long-Term Debt Financing

Principal and interest charges have increased in relation to capital projects that were funded through debt. The increase in 2022 is related to the Aquatic Centre Ventilation and UV Disinfection project.

#### Financial and Transfers

Overall, there is a net increase of \$68,704 or 5.58% in Financial and Transfers related to a repayment to the Working Reserve for the purchase of CN lands adjacent to the Benson Centre.

#### Revenue

There is a net increase in revenue of \$59,241 or 2.95%. This increase is largely related to the use of Federal Gas Tax to fund debt financing costs for capital projects (\$102,000). This is offset by a reduction in Progress Fund Interest revenue of \$37,100.



## Operating and Capital Financial Summary

|                                           | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change           |
|-------------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|-----------------------|
| <b>OPERATING</b>                          |                           |                                    |                           |                           |                         |                       |
| <b>EXPENDITURES</b>                       |                           |                                    |                           |                           |                         |                       |
| Salaries and Benefits                     | \$2,357,806               | \$2,096,115                        | \$3,635,918               | \$3,938,848               | \$302,930               | 8.33%                 |
| Purchase of Goods                         | \$2,148,321               | \$1,821,926                        | \$2,657,719               | \$2,612,364               | (\$45,355)              | (1.71%)               |
| Services and Rents                        | \$1,989,096               | \$1,603,239                        | \$1,778,178               | \$1,861,232               | \$83,054                | 4.67%                 |
| Financing LTD Principal & Interest        | \$864,211                 | \$794,147                          | \$1,152,440               | \$1,207,492               | \$55,052                | 4.78%                 |
| Financial and Transfers                   | <u>\$1,180,373</u>        | <u>\$1,174,651</u>                 | <u>\$1,232,301</u>        | <u>\$1,301,005</u>        | <u>\$68,704</u>         | <u>5.58%</u>          |
| <b>Subtotal</b>                           | <b>\$8,539,807</b>        | <b>\$7,490,078</b>                 | <b>\$10,456,556</b>       | <b>\$10,920,941</b>       | <b>\$464,385</b>        | <b>4.44%</b>          |
| <b>REVENUE</b>                            |                           |                                    |                           |                           |                         |                       |
| Provincial and Federal Grants             | \$127,633                 | \$544                              | \$0                       | \$101,751                 | \$101,751               | 100.00%               |
| Other Municipalities                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue     | \$1,497,643               | \$1,319,104                        | \$1,528,644               | \$1,528,134               | (\$510)                 | (0.03%)               |
| Internal Revenue (Progress Fund Interest) | \$372,745                 | \$0                                | \$328,700                 | \$291,600                 | (\$37,100)              | (11.29%)              |
| Contribution from Reserves                | <u>\$25,000</u>           | <u>\$25,000</u>                    | <u>\$149,500</u>          | <u>\$144,600</u>          | <u>(\$4,900)</u>        | <u>(3.28%)</u>        |
| <b>Subtotal</b>                           | <b><u>\$2,023,021</u></b> | <b><u>\$1,344,648</u></b>          | <b><u>\$2,006,844</u></b> | <b><u>\$2,066,085</u></b> | <b><u>\$59,241</u></b>  | <b><u>2.95%</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>      | <b><u>\$6,516,786</u></b> | <b><u>\$6,145,430</u></b>          | <b><u>\$8,449,712</u></b> | <b><u>\$8,854,856</u></b> | <b><u>\$405,144</u></b> | <b><u>4.79%</u></b>   |
| <b>CAPITAL</b>                            |                           |                                    |                           |                           |                         |                       |
| Gross Capital                             | \$501,210                 | \$141,606                          | \$2,586,000               | \$1,747,000               | (\$839,000)             | (32.44%)              |
| Capital Funding                           | \$0                       | \$0                                | <u>(\$2,505,000)</u>      | <u>(\$1,490,000)</u>      | <u>\$1,015,000</u>      | <u>(40.52%)</u>       |
| <b>NET CAPITAL COST (TAXATION)</b>        | <b><u>\$501,210</u></b>   | <b><u>\$141,606</u></b>            | <b><u>\$81,000</u></b>    | <b><u>\$257,000</u></b>   | <b><u>\$176,000</u></b> | <b><u>217.28%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>        | <b><u>\$7,017,996</u></b> | <b><u>\$6,287,036</u></b>          | <b><u>\$8,530,712</u></b> | <b><u>\$9,111,856</u></b> | <b><u>\$581,144</u></b> | <b><u>6.81%</u></b>   |

## Summary by Activity

|                                    | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Municipal Facilities               | \$1,895,299               | \$1,407,737                        | \$2,249,554               | \$2,318,739               | \$69,185                | 3.08%               |
| Recreation Facilities              | <u>\$5,122,697</u>        | <u>\$4,879,299</u>                 | <u>\$6,281,158</u>        | <u>\$6,793,117</u>        | <u>\$511,959</u>        | <u>8.15%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$7,017,996</u></b> | <b><u>\$6,287,036</u></b>          | <b><u>\$8,530,712</u></b> | <b><u>\$9,111,856</u></b> | <b><u>\$581,144</u></b> | <b><u>6.81%</u></b> |

# 2022 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2022

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

| DESCRIPTION                                                                  | 2021<br>GROSS<br>BUDGET | 2022<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         | 2022<br>TAX BASE |
|------------------------------------------------------------------------------|-------------------------|-----------------------------|------------------|-----------|-----------------|---------|------------------|
|                                                                              |                         |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX |                  |
| <b>CITY FACILITIES</b>                                                       |                         |                             |                  |           |                 |         |                  |
| <b>Recreation Facilities</b>                                                 |                         |                             |                  |           |                 |         |                  |
| <u>Civic Complex</u>                                                         |                         |                             |                  |           |                 |         |                  |
| Snow Melt Area Reconstruction                                                |                         | 85.0                        |                  |           |                 | 85.0    |                  |
| Salon ABC Needs Analysis Study                                               |                         | 50.0                        |                  |           |                 |         | 50.0             |
| Lower Level Washroom Improvements                                            |                         | 100.0                       |                  |           |                 |         | 100.0            |
| Refrigeration Plant Condenser                                                | 250.0                   |                             |                  |           |                 |         |                  |
| Front Entrance and Patio Design                                              | 75.0                    |                             |                  |           |                 |         |                  |
| Salon Lighting and Lower Level Concourse Lighting<br>and Ceiling Replacement | 125.0                   |                             |                  |           |                 |         |                  |
| Arena Sound System                                                           | 80.0                    |                             |                  |           |                 |         |                  |
| <u>Aquatic Centre</u>                                                        |                         |                             |                  |           |                 |         |                  |
| Heat Study & Engineering Design                                              |                         | 75.0                        |                  |           |                 |         | 75.0             |
| <u>Benson Centre</u>                                                         |                         |                             |                  |           |                 |         |                  |
| Main Lobby LED Lighting Replacement                                          |                         | 50.0                        |                  |           |                 |         | 50.0             |
| Ice Plant Compressor                                                         |                         | 45.0                        |                  |           |                 |         | 45.0             |
| Hot Water Boiler                                                             |                         | 60.0                        |                  |           |                 |         | 60.0             |
| Roof Heat Trace                                                              |                         | 85.0                        |                  |           |                 |         | 85.0             |
| Downspout Repairs                                                            | 75.0                    |                             |                  |           |                 |         |                  |
| Site Works, Outdoor Furniture and Fencing                                    | 50.0                    |                             |                  |           |                 |         |                  |
| CN Rail Property Acquisition                                                 | 140.0                   |                             |                  |           |                 |         |                  |
| Laser Ice Leveller                                                           | 60.0                    |                             |                  |           |                 |         |                  |
| <u>Outdoor Facilities</u>                                                    |                         |                             |                  |           |                 |         |                  |
| Outdoor Bleacher Replacement                                                 | 40.0                    | 40.0                        |                  |           |                 |         | 40.0             |
| Marina 200 Dock Replacement and Repairs                                      |                         | 50.0                        |                  |           |                 | 50.0    |                  |
| Outdoor Pool Basin Repair Design                                             |                         | 25.0                        |                  |           |                 |         | 25.0             |
| Upgrade Outdoor Pool Filter System                                           | 30.0                    |                             |                  |           |                 |         |                  |
| <b>Recreation / Playgrounds</b>                                              |                         |                             |                  |           |                 |         |                  |
| Tennis & Pickleball Court Resurfacing and LED Lighting                       |                         | 300.0                       |                  |           |                 | 300.0   |                  |
| Optimist Park LED Lights in Baseball and Soccer Fields                       |                         | 220.0                       |                  |           |                 | 220.0   |                  |
| Playground Structure Replacement                                             |                         | 150.0                       |                  |           |                 |         | 30.0             |
| Bicycle Path Repairs                                                         | 50.0                    | 50.0                        |                  |           |                 | 50.0    |                  |
| Parks and Building Repairs                                                   | 51.0                    | 102.0                       |                  |           |                 |         | 30.0             |
| Guindon Park Road Improvements                                               | 25.0                    |                             |                  |           |                 |         | 72.0             |
| Subdivision Park Designs                                                     | 100.0                   |                             |                  |           |                 |         |                  |
| Lamoureux Park Washroom Upgrades                                             | 75.0                    |                             |                  |           |                 |         |                  |
| Lamoureux Park Lighting Upgrades                                             | 375.0                   |                             |                  |           |                 |         |                  |
| Outdoor Park Furniture                                                       | 75.0                    |                             |                  |           |                 |         |                  |
| <b>Municipal Facilities</b>                                                  |                         |                             |                  |           |                 |         |                  |
| Justice Building Elevator Upgrade                                            |                         | 170.0                       |                  |           |                 |         | 170.0            |
| Fire Hall #2 Brick Replacement                                               |                         | 90.0                        |                  |           |                 |         | 90.0             |
| Justice Building Emergency Standby Generator                                 | 250.0                   |                             |                  |           |                 |         |                  |
| Justice Building Cladding                                                    | 600.0                   |                             |                  |           |                 |         |                  |
| Articulating Boom Lift                                                       | 60.0                    |                             |                  |           |                 |         |                  |
| <b>City Facilities Total</b>                                                 | 2,586.0                 | 1,747.0                     | -                | -         | -               | 705.0   | 785.0            |
|                                                                              |                         |                             |                  |           |                 |         | 257.0            |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                          | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         | TAX BASE |
|--------------------------------------|---------------------|------------------|-----------|-----------------|---------|----------|
|                                      |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX |          |
| <b>2021 Council Approved Capital</b> | 2,586.0             | 195.0            |           |                 | 525.0   | 1,785.0  |
| <b>2020 Council Approved Capital</b> | 8,438.0             | 1,000.0          | 6,050.0   |                 | 550.0   | 511.5    |
| <b>2019 Council Approved Capital</b> | 3,344.0             |                  | 2,350.0   |                 | 50.0    | 490.0    |
| <b>2018 Council Approved Capital</b> | 932.0               |                  | 230.0     |                 | 50.0    | 310.0    |

# City Facilities

**Project Name:** Civic Complex - Snow Melt Area Reconstruction

**Funding:** \$85,000 Federal Gas Tax

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The Civic Complex has an area at the back of the facility where the ice resurfacing machines deposit snow removed from the ice rink. Over time, this practice has damaged the landscape and negatively impacted the aesthetics of the area. There is also an obsolete loading ramp adjacent to the snow melt area that is no longer necessary. This project will remove the loading ramp, pave a dedicated area for snow melting, and create additional parking stalls which would be beneficial to employees and patrons of the building and Lamoureux Park.





# City Facilities

**Project Name:** Civic Complex - Salon ABC Needs Analysis Study

**Funding:** \$50,000 Recreation Facilities Reserve

---

This project is to conduct a needs analysis study for the future use of the three salons. As part of the study, a consultant will be hired who will discuss past, current and future use of the spaces with stakeholders and propose options for the future. The consultant will also provide the City with an estimate for construction costs to achieve the desired outcomes.



# City Facilities

**Project Name:** Civic Complex - Lower Level Washroom Improvements

**Funding:** \$100,000 Recreation Facilities Reserve

---

This project includes proposed upgrades to the lower level washrooms at the Cornwall Civic Complex adjacent to the lower concourse area. The floors and sinks are aged and need to be replaced in order to make the area more inviting to visitors. This improvement should also yield a larger client portfolio as washrooms are crucial to event location selection.





# City Facilities

**Project Name:** Aquatic Centre & Civic Complex - Heating Study & Engineering Design

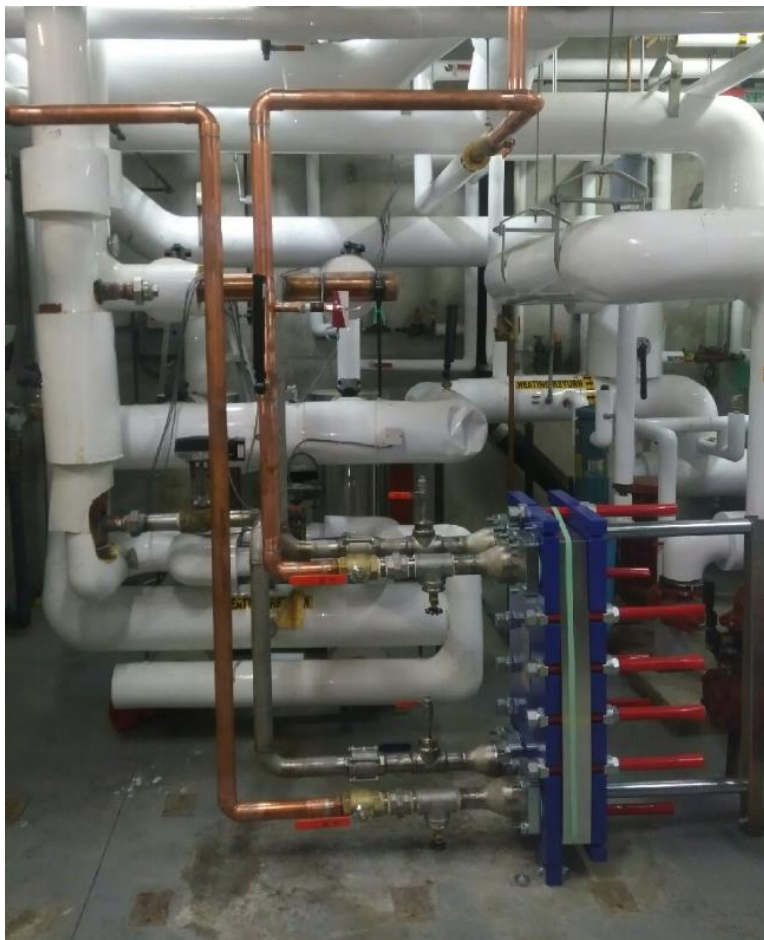
**Funding:** \$75,000 Recreation Facilities Reserve

---

The Justice Building and Cornwall Public Library have previously been disconnected from Cornwall District Heating (CDH) as the cost to provide hot water to the facilities was determined to be a more expensive option as compared to heating with natural gas.

This project is to review and update a previous study completed in 2016 at which time the report indicated that the payback period for conversion to natural gas was 16 years. The report indicates that if CDH rates increase, then the payback period would be reduced, making more economical sense to convert to another heating alternative. The rates at the Civic Complex and Aquatic Centre were increased when the Justice Building was removed. This study would identify heating system alternatives and provide preliminary cost estimates.

The contract with CDH expires on June 1, 2024 and notice of disconnection/continuation must be sent by June 1, 2023. The plan is to have the engineering/design work completed in 2022, with construction to commence in 2023 and a completion date of May 2024.



# City Facilities

**Project Name:** Benson Centre - Main Lobby LED Lighting Replacement

**Funding:** \$50,000 Recreation Facilities Reserve

---

This project is for the replacement of the remaining original light fixtures in the Benson Centre main hallway and second floor hallway.

The light fixtures to be replaced are a combination of metal halide and fluorescent light fixtures. These fixtures generate heat and require more electricity than new LED fixtures. The new LED fixtures will consume less electricity, generate less heat, and require less maintenance.



# City Facilities

**Project Name:** Benson Centre – Ice Plant Compressor

**Funding:** \$45,000 Recreation Facilities Reserve

---

This project is for the purchase of a compressor to support the ice plant at the Benson Centre. A failure of one of the facility's two existing compressors would result in a shut down of the facility's ice rental operations as one working compressor is not capable of sustaining the concurrent operation of the facility's three ice pads.

Having a replacement compressor onsite and ready for installation would reduce the duration of a shut down and mitigate the risk of the ice pads melting in the event of a compressor failure. Compressors are not necessarily readily available in the specific size required and it could take days to source and replace a failed compressor. With an additional compressor onsite, installation would be completed within hours rather than days, allowing the repair to be completed before the ice pads melt. The cost to replace an ice pad is estimated to cost approximately \$12,000 and revenue losses are estimated to be approximately \$10,000 per pad for an extended shut down.





# City Facilities

**Project Name:** Benson Centre - Hot Water Boiler

**Funding:** \$60,000 Recreation Facilities Reserve

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The current hot water boiler is approaching the end of life. This boiler supplies all of the domestic hot water required in the arena portions of the facility. This project will provide redundancy such that in the event of a failure of the original boiler, there will be continuity of hot water to the patrons. Furthermore, utilizing 2 boilers will lengthen the life span of both boilers.



# City Facilities

**Project Name:** Benson Centre - Roof Heat Trace

**Funding:** \$85,000 Recreation Facilities Reserve

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Ice damming is occurring on the Benson Centre roof, causing water to enter the Fieldhouse. Installing heat trace on the roof will help prevent ice damming and allow water to escape through the gutters and downspouts. This will also reduce damage to the gutters and downspouts that occurs due to ice damming.



# City Facilities

**Project Name:** Outdoor Bleacher Replacement

**Funding:** \$40,000 Tax Base

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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 to meet current safety standards. The older bleachers currently do not meet today's safety standards.

As part of an asset replacement plan, the replacement of five sets of bleachers per year for six years, commenced in 2020. This is the third year of the project.





# City Facilities

**Project Name:** Marina 200 - Dock Replacement and Upgrades

**Funding:** \$50,000 Federal Gas Tax

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This project is for the proposed replacement and upgrades of a number of docks at Marina 200. Leaking ballast tanks have caused some docks to become unlevel. Also, wooden dock boards are reaching the end of their life and need to be replaced. There are also connecting walkways/bridges that connect the docks to the shore that require replacement.

This is a multiyear project which will eventually address the condition of all of the docks at Marina 200.





# City Facilities

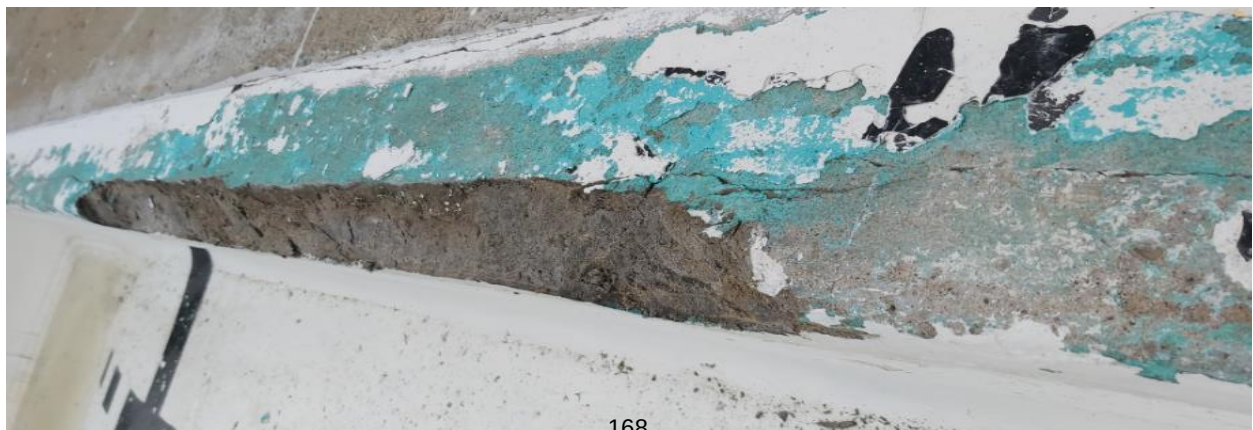
**Project Name:** Outdoor Pool Basin Repair Design

**Funding:** \$25,000 Tax Base

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EVB Engineering was retained to conduct a structural review of the five outdoor pools in 2020. The report included a description of the recommended repair work required at each pool to maintain safe operation and a high-level construction estimate.

This is the beginning of a six-year plan to refurbish each of the pools to ensure their longevity. The 2022 portion of the plan includes hiring an engineering firm to provide tender documents for the repairs, estimated at \$525,000. These repairs are scheduled to take place in 2023.



# City Facilities

**Project Name:** Tennis and Pickleball Court Resurfacing and LED Lighting

**Funding:** \$300,000 Federal Gas Tax

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

The condition of the City's tennis court surfaces are deteriorating (cracking and fading) and warrant refurbishment of the existing asphalt surface coating.

It is proposed to coordinate the court resurfacing and overhead lighting replacement work to address two courts in 2022 and one court per year over the next three years. The order in which each court is improved is determined based on the condition of the court surface.

In 2022, it is proposed to address the courts at Kinsmen Park and Broadview Park. Through this project, Broadview Park will also be dedicated to the sport of pickleball to satisfy the identified needs of the pickleball community, as recommended in the 2021 Recreation Master Plan. Broadview Park was selected to be dedicated to pickleball because the Broadview courts maintain a greater separation from residential properties. The sport of pickleball can be quite loud as the sport is played using hard plastic balls and racquets.





# City Facilities

**Project Name:** Optimist Park - LED Lights in Baseball and Soccer Fields

**Funding:** \$220,000 Federal Gas Tax

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The lighting that services the baseball and soccer fields at Optimist Park are outdated metal halide fixtures that consume a large amount of electricity. The lights are on nightly from April to November for field sports and from December to March for outdoor rink activity. New LED light fixtures are much more economical to operate, as they consume significantly less electricity and require less maintenance.



The LED light replacement in the soccer fields represent \$130,000. This is a 2-year project with the west fields scheduled for 2022.



The LED light replacement in the baseball fields represent \$90,000. This is a 2-year project with the west field scheduled for 2022.

# City Facilities

**Project Name:**     **Playground Structure Replacement**

**Funding:**            \$120,000 Tax Base  
                              \$ 30,000 Parkland Reserve  
                              \$150,000

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The 2021 Recreation Master Plan recommends that the City replace its existing inventory of playground structures at a rate of two per year. Historically, the City has replaced its playground structures at a rate of one per year. New playground structures are designed and constructed to meet current accessibility and safety standards, whereas many of the existing playground structures do not meet current accessibility standards.

The playground structures at Optimist Park and Memorial Park are proposed to be replaced as part of this project. The existing playground structures consist only of swing sets and do not contain an accessible playground structure option. New accessible playground structures in these parks will improve the level of service for the residents of these neighbourhoods. The 2021 Recreation Master Plan identified a need for additional recreation opportunities within the City's geographic centre area (area bound by Water St./Montreal Rd., Cumberland St., Ninth St., and McConnell Ave.). A new playground structure in Memorial Park will help address the identified gap in recreation services for this area of the City.



Optimist Park Playstructure



Memorial Park Playstructure

# City Facilities

**Project Name:** Bicycle Path Repairs

**Funding:** \$50,000 Federal Gas Tax

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

This 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.

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





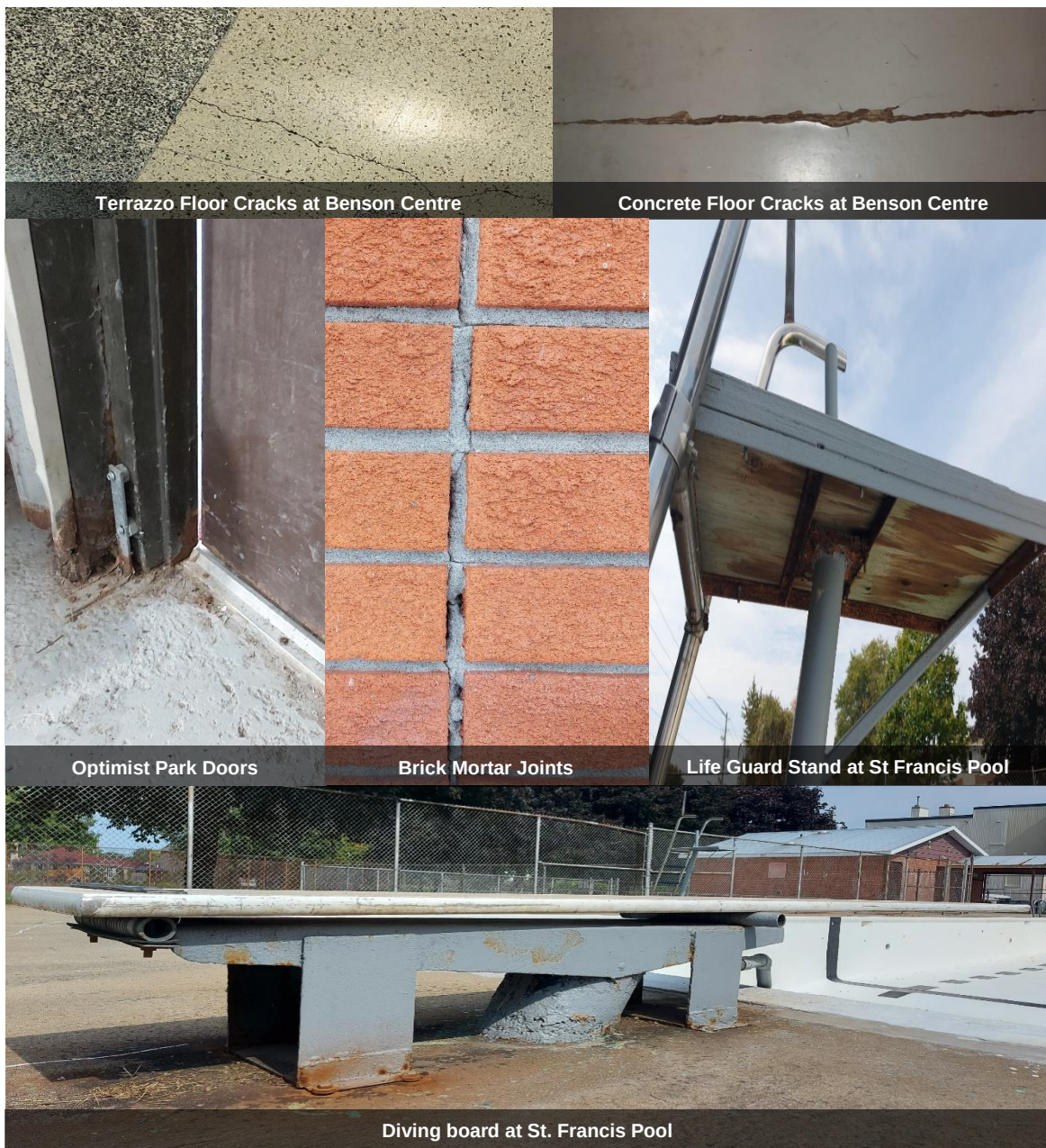
# City Facilities

**Project Name:** Parks and Building Repairs

**Funding:** \$ 72,000 Tax Base  
\$ 30,000 Recreation and Facilities Reserve  
\$102,000

The following projects have been identified as part of the Asset Management Plan and the Building Condition Assessment.

1. Benson Centre concrete and terrazzo floor crack repair (\$30K) funded from the Recreation and Facilities Reserve.
2. Brick mortar joint repairs in Parks buildings (\$7K).
3. Outdoor Pools - Diving boards (1), life guard stands (4), soffit and fascia, concrete repairs (\$58K).
4. Optimist Park door replacements (\$7K).



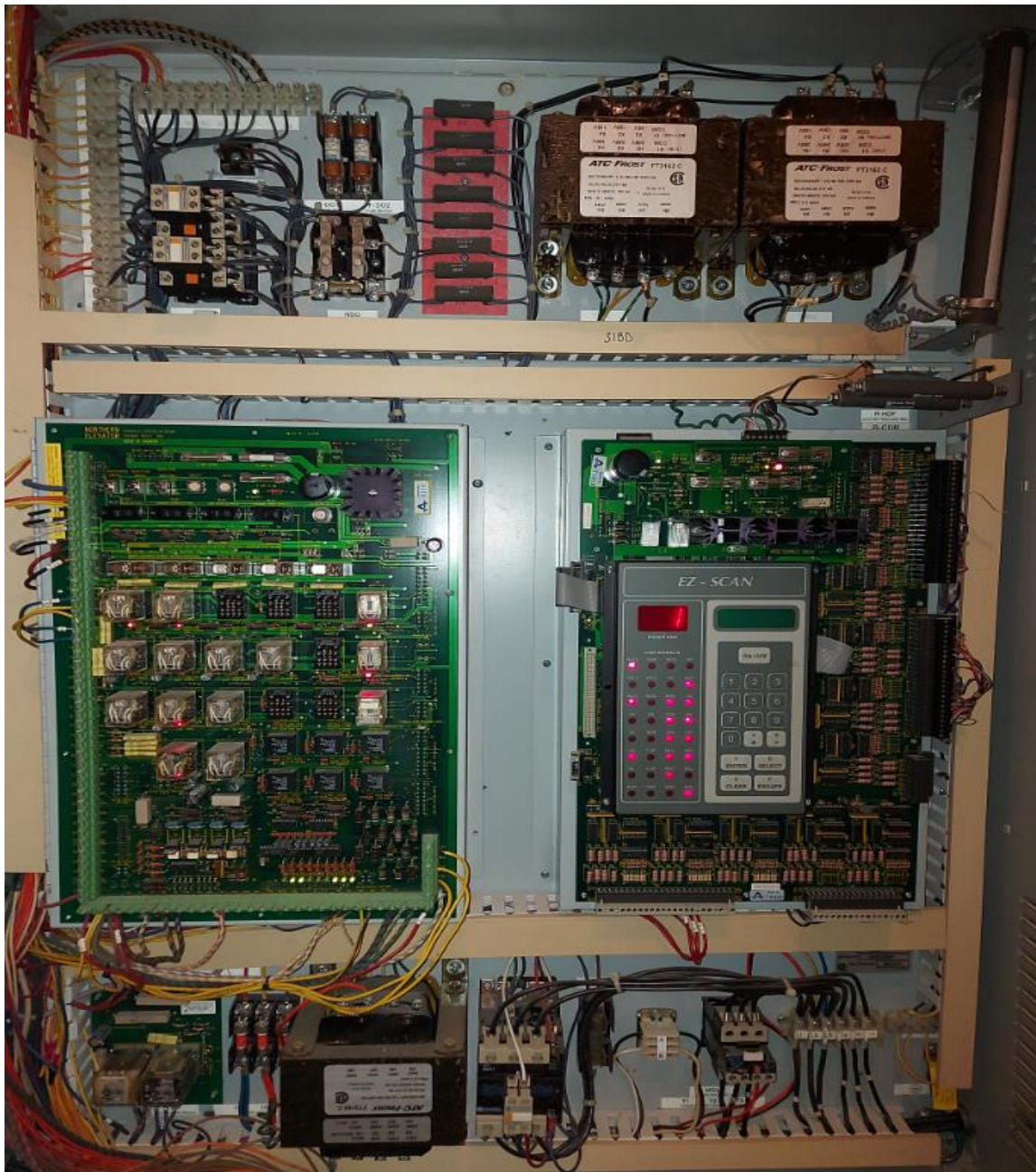


# City Facilities

**Project Name:** Justice Building Elevator Upgrades

**Funding:** \$170,000 Municipal Buildings Reserve

This capital project is to upgrade the Police elevator at the Justice Building. The controls and equipment are original to its installation in the 1970's. As such, parts are obsolete and a failure may result in an extended downtime of the elevator. This project will address the necessary upgrades and ensure the continuity of use.



# City Facilities

**Project Name:** Fire Hall #2 – Brick Replacement

**Funding:** \$90,000 Municipal Buildings Reserve

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A previous Building Condition Assessment of Fire Hall #2 identified that repairs to the brick façade were required, however at the time of the assessment the brick façade was deemed as being in “fair” condition. Since that time, the brickwork has deteriorated further, and it was believed that the damage was a result of water infiltrating the brick façade.

Maintenance commenced to repair one of the corners of the building where the brick damage was evident from the building exterior. The original plan was to remove the bricks within the damaged area and replace with a cladding material. Once the bricks were removed, the extent of the damage became more evident. Further investigation confirmed that the water infiltration issue is not confined to the previously identified repair area.

It was confirmed that water is also infiltrating the brick façade along the entire west face of the building. This project proposes to remove all of the brick façade on the west wall and replace with a cladding material. Also included within the proposed scope of work is the replacement of the flashing and eavestroughs above the damaged brick façade to prevent the issue from reoccurring in the future.





# City Facilities

## Removed from Budget

**Project Name:** Civic Complex - Front Steps and Patio Replacement

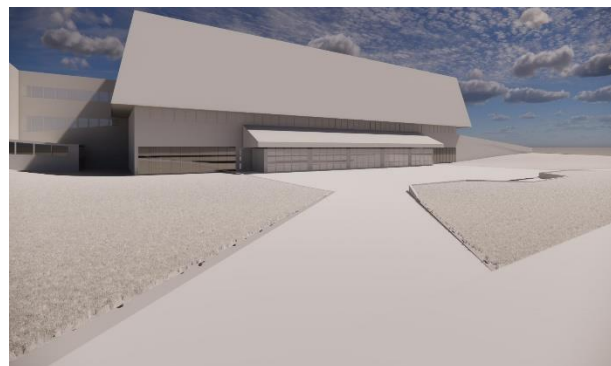
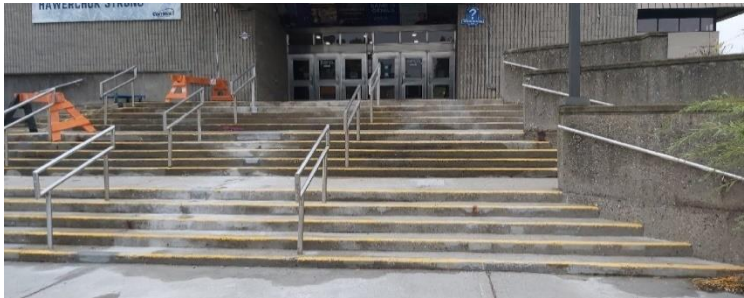
**Funding:** \$2,700,000

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The front steps to the Cornwall Civic Complex have deteriorated and require replacement. A number of steps are sloped in the wrong direction, causing water to freeze and creating slip hazards. As a result, ice melting salt has been heavily applied, severely deteriorating the structure. The reinforcing rebars in the concrete have been found to be corroded to the point where they are no longer structurally sound and significant repairs to the structure have recently been completed.

The grading of the patio area outside Salon B to the west of the Civic Complex is such that water pools on the patio. In the Spring, it is not uncommon to have pooling water on the patio with it coming within inches of entering the building.

This project is for the reconstruction of the front steps and patio area. The front entrance will be completely enclosed to the weather with a welcome counter to receive patrons which will make the building more inviting and more easily accessible. There will also be a large reduction of maintenance costs (snow clearing and ice melting application operations) and a reduction of salt usage that will lessen the environmental impact and damage to the area. The patio retaining walls will be removed to facilitate construction of the new entrance while also providing views of the beautiful waterfront from the salons.





# City Facilities

## Removed from Budget

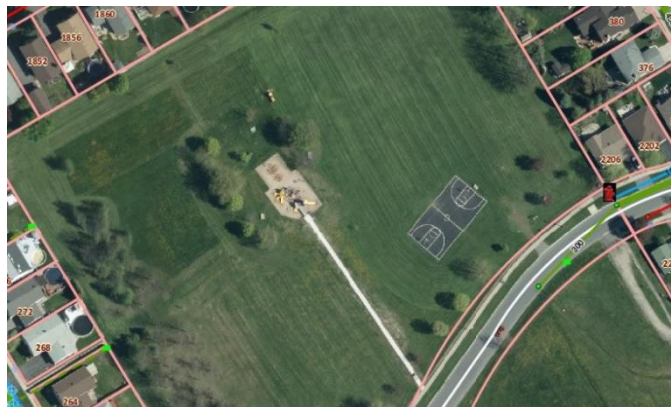
**Project Name:** Menard Park Splashpad

**Funding:** \$650,000

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The newly adopted Recreation Master Plan (April 2021) contains a recommendation (#49) to install a splashpad and support building at Menard Park to improve recreation services for East Cornwall. The proposed new splashpad would be similar in scale to the City's most recent splashpad installation in Riverdale Park.

Recent splashpad installations in Riverdale Park and St. Theresa Park were installed after the removal of outdoor swimming pools, where public washrooms/changerooms and mechanical room facilities already existed. A splashpad installation in Menard Park will require a new support building to house accessible public washrooms/changerooms and a mechanical room.





# City Facilities

Removed from Budget

**Project Name:** Aquatic Centre - Parking Lot Reconstruction

**Funding:** \$275,000

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This project is for the resurfacing of the Aquatic Centre parking lot (Civic Complex east parking lot) which has deteriorated the point where resurfacing is required. Line painting will also be performed.





# City Facilities

## Removed from Budget

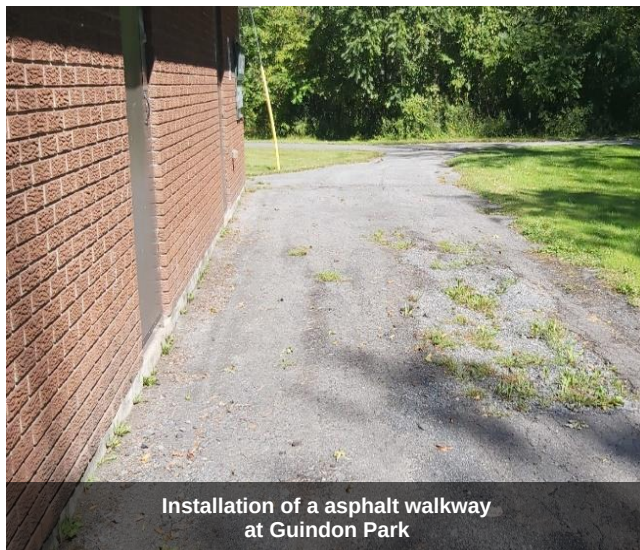
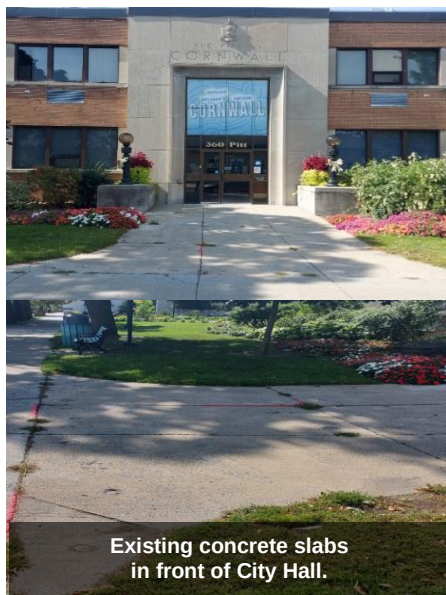
**Project Name:** Renovations at Various Municipal Buildings

**Funding:** \$33,000

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This project includes:

1. The front entrance concrete walkway of City Hall is aged and is in need of replacement. The intent of this project is to replace the concrete slabs with concrete pavers similar to what was installed for the sidewalk in front of the Justice Building. This would tie the two buildings together in an esthetically pleasing manner. (\$15,000)
2. Installation of asphalt walkway at Guindon Park East Washroom. (\$10,000)
3. Installation of concrete sidewalk at Kinsmen Minor Soccer Building. (\$8,000)





## City Facilities

**Project Name:** Cenotaph Fencing

**Funding:** \$65,000

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The wrought iron fencing at the Cenotaph needs to be replaced. The fencing is believed to be original to the park. The existing metal fencing is severely corroded and requires replacement. A number of posts are being supported by supplemental steel posts. This project is for the complete replacement of the fencing on 3 sides.



## Environmental Sustainability

**Project Name:** Electric Vehicle Chargers

**Funding:** \$180,000 City Portion  
\$180,000 Federal Grant  
 \$360,000

With the Federal Government's mandatory target for all new light-duty cars and passenger trucks to be zero-emission by 2035, it is proposed to begin installing electric vehicle (EV) charging infrastructure within the city. Installing EV chargers will build on the existing Federal and Provincial policies and action to maximize decarbonization of the transportation sector and help achieve climate change commitments.

It is proposed to apply for funding from Natural Resources Canada's Zero Emission Vehicle Infrastructure Program (ZEVIP) for the installation of up to 36 pay-per-use EV chargers at City facilities for use by either the general public, municipal employees or current and future municipal electric vehicles. Through this funding, National Resources Canada will provide up to 50% of project costs for the supply and installation of Level 2 EV chargers to a maximum of \$5,000 per unit. Proposed EV charger locations and number of units are indicated in the chart below:

| City Building                                   | No. of Chargers |
|-------------------------------------------------|-----------------|
| Aquatic Centre                                  | 2               |
| Benson Centre                                   | 2               |
| Civic Complex                                   | 2               |
| Urquhart Lane                                   | 2               |
| EMS Building Cornwall Base                      | 4               |
| New Fire Hall Tollgate Road                     | 4               |
| Glen Stor Dun Lodge                             | 4               |
| Justice Building Parking Lot                    | 2               |
| Lamoureux Park - Wood House Museum              | 2               |
| Municipal Works - Administration (new building) | 2               |
| Municipal Works - MW Garage                     | 2               |
| Transit Garage                                  | 2               |
| Warrington Brown Parking Lot                    | 4               |
| New Affordable Housing Building 9th Street      | 2               |
| <b>Total</b>                                    | <b>36</b>       |



# 2022 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2022 - 2031

### CITY FACILITIES

| DESCRIPTION                                   |       |         |         |         |         |       |      |      |       |      |
|-----------------------------------------------|-------|---------|---------|---------|---------|-------|------|------|-------|------|
|                                               | 2022  | 2023    | 2024    | 2025    | 2026    | 2027  | 2028 | 2029 | 2030  | 2031 |
| <b>1 Civic Complex</b>                        |       |         |         |         |         |       |      |      |       |      |
| Kitchen Equipment Upgrade                     |       |         | 75.0    |         |         |       |      |      |       |      |
| Snow Melt Area Reconstruction                 | 85.0  |         |         |         |         |       |      |      |       |      |
| Front Steps and Patio Replacement             |       |         | 2,700.0 |         |         |       |      |      |       |      |
| Office Upgrade (Carpets)                      |       | 100.0   |         |         |         |       |      |      |       |      |
| Parking Lot Improvement (Paving / Railings)   |       |         |         | 200.0   |         | 200.0 |      |      |       |      |
| North Interlocking Patio Redevelopment        |       | 160.0   |         |         |         |       |      |      |       |      |
| Salon ABC Needs Analysis Study                | 50.0  | 325.0   |         |         |         |       |      |      |       |      |
| North Elevator Upgrade                        |       | 180.0   |         |         |         |       |      |      |       |      |
| South Elevator Upgrade                        |       |         |         |         |         |       |      |      | 200.0 |      |
| Lower Level Washrooms Improvements            | 100.0 |         |         |         |         |       |      |      |       |      |
| New Floor Slab                                |       | 500.0   |         |         |         |       |      |      |       |      |
| Compressor for Ice Plant                      |       |         |         | 40.0    |         |       |      |      |       |      |
| <b>2 Aquatic Centre</b>                       |       |         |         |         |         |       |      |      |       |      |
| Change Room Modification (Gender Neutral)     |       |         | 50.0    | 350.0   |         |       |      |      |       |      |
| Dectron                                       |       |         |         |         | 700.0   |       |      |      |       |      |
| Slide Repairs / Replacement                   |       |         |         |         |         |       |      |      | 500.0 |      |
| Filtration System Upgrade                     |       |         |         | 300.0   |         |       |      |      |       |      |
| Aquatic & Complex Heating Study & Eng. Design | 75.0  |         |         |         |         |       |      |      |       |      |
| Aquatic and Complex Heating Upgrades          |       | 500.0   |         |         |         |       |      |      |       |      |
| Aquatic Recirculation Pump Replacements       |       |         |         | 63.0    |         |       |      |      |       |      |
| Parking Lot Reconstruction                    |       | 275.0   |         |         |         |       |      |      |       |      |
| <b>3 Benson Centre</b>                        |       |         |         |         |         |       |      |      |       |      |
| Soccer Fields                                 |       |         | 2,000.0 |         |         |       |      |      |       |      |
| Dressing Room & Hallway Flooring              |       |         |         | 200.0   |         |       |      |      |       |      |
| Gymnasium                                     |       | 5,000.0 |         |         |         |       |      |      |       |      |
| Concrete Flooring Repairs                     |       | 30.0    |         |         |         |       |      |      |       |      |
| Main Lobby LED Lighting Replacements          | 50.0  |         |         |         |         |       |      |      |       |      |
| Fieldhouse Turf                               |       |         |         |         | 750.0   |       |      |      |       |      |
| Ice Plant Compressor                          | 45.0  |         |         |         |         |       |      |      |       |      |
| Hot Water Boiler Replacement                  | 60.0  |         |         |         |         |       |      |      |       |      |
| Roof Heat Trace                               | 85.0  |         |         |         |         |       |      |      |       |      |
| <b>5 Joe St. Denis Field</b>                  |       |         |         |         |         |       |      |      |       |      |
| Phase 1 Replace Existing Field Lighting       |       |         |         |         |         | 300.0 |      |      |       |      |
| Phase 2 Artificial Turf                       |       |         |         | 1,100.0 | 1,100.0 |       |      |      |       |      |
| <b>6 Tennis Courts</b>                        |       |         |         |         |         |       |      |      |       |      |
| Tennis and Pickleball Resurf. & LED Lighting  | 300.0 | 150.0   | 150.0   | 150.0   |         |       |      |      |       |      |
| Saunders Drive (Pickle Ball)                  |       |         |         |         |         | 150.0 |      |      |       |      |
| <b>7 Playing Fields</b>                       |       |         |         |         |         |       |      |      |       |      |
| Parks and Building Repairs                    | 102.0 | 87.0    | 100.0   | 140.0   | 104.0   |       | 30.0 | 50.0 | 50.0  | 50.0 |
| Reg Campbell Ball Netting                     |       |         |         |         |         |       | 75.0 |      |       |      |
| Parks Building Electrical Upgrades            |       |         |         |         |         | 146.0 |      |      |       |      |
| LED Ball Field Lights At Optimist Park        | 90.0  | 85.0    |         |         |         |       |      |      |       |      |
| LED Soccer Field Lights At Optimist Park      | 130.0 | 130.0   |         |         |         |       |      |      |       |      |
| Reg Campbell Parking Improvements             |       |         |         |         |         |       | 75.0 |      |       |      |
| Optimist Park Soccer Fields                   |       |         | 110.0   | 110.0   |         |       |      |      |       |      |
| Outdoor Bleacher Replacement                  | 40.0  | 40.0    | 40.0    | 40.0    | 40.0    |       |      |      |       |      |



# 2022 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2022 - 2031

### CITY FACILITIES

| DESCRIPTION                                 | 2022           | 2023            | 2024           | 2025           | 2026           | 2027           | 2028           | 2029         | 2030           | 2031         |
|---------------------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|--------------|
| <b>8 Outdoor Pools</b>                      |                |                 |                |                |                |                |                |              |                |              |
| Pool Basin Repair Design                    | 25.0           |                 |                |                |                |                |                |              |                |              |
| Pool Basin Structural Repairs               |                | 525.0           | 450.0          | 400.0          | 225.0          | 225.0          |                |              |                |              |
| Menard Park Splash Pad                      |                | 650.0           |                |                |                |                |                |              |                |              |
| Riverdale Park Splashpad Upgrade            |                |                 | 80.0           |                |                |                |                |              |                |              |
| Lamoureux Park Splashpad Upgrade            |                |                 |                | 120.0          |                |                |                |              |                |              |
| <b>9 Marina 200</b>                         |                |                 |                |                |                |                |                |              |                |              |
| Dock Replacement and Repairs                | 50.0           | 50.0            | 50.0           | 50.0           | 50.0           | 500.0          | 50.0           | 50.0         | 50.0           | 50.0         |
| <b>11 Parks</b>                             |                |                 |                |                |                |                |                |              |                |              |
| Playground Structure Replacement            | 150.0          | 150.0           | 150.0          | 150.0          | 150.0          | 150.0          | 150.0          | 150.0        | 150.0          | 150.0        |
| Off Leach Dog Park (Lamoureux)              |                |                 |                | 120.0          |                |                |                |              |                |              |
| Bicycle Path Repairs                        | 50.0           | 50.0            | 50.0           | 50.0           | 50.0           | 50.0           | 50.0           | 50.0         | 50.0           | 50.0         |
| Outdoor Park Furniture                      |                |                 |                |                | 55.0           |                |                |              |                |              |
| Upgrade Of Skate Board Park / BMX           |                |                 |                |                | 1,000.0        |                |                |              |                |              |
| Guindon Park Camping                        |                |                 |                | 50.0           |                |                |                |              |                |              |
| Mattice Basketball Court                    |                | 100.0           |                |                |                |                |                |              |                |              |
| Subdivision Park Development                |                | 200.0           | 200.0          | 200.0          |                |                |                |              |                |              |
| Cenotaph Fencing                            |                | 65.0            |                |                |                |                |                |              |                |              |
| Cenotaph Sidewalks                          |                |                 |                |                | 45.0           |                |                |              |                |              |
| <b>12 Municipal Buildings</b>               |                |                 |                |                |                |                |                |              |                |              |
| Installation of Energy Meters               |                |                 | 25.0           |                | 25.0           |                | 25.0           |              |                |              |
| Arc Flash Risk Analysis - Public Property   |                |                 | 100.0          |                |                |                |                | 100.0        |                |              |
| City Hall Roof                              |                |                 |                | 85.0           |                |                |                |              |                |              |
| City Hall Rooftop HVAC Unit                 |                | 24.0            |                |                |                |                |                |              |                |              |
| EMS Apron Repairs                           |                |                 |                |                |                |                | 69.0           |              |                |              |
| Fire Hall #2 Brick Replacement              | 90.0           |                 |                |                |                |                |                |              |                |              |
| Fire Hall #2 Roof                           |                |                 |                |                |                |                | 212.0          |              |                |              |
| Fire Hall HQ Roof Repairs                   |                |                 |                | 24.0           |                |                |                |              |                |              |
| Guindon Park Workshop Roof                  |                |                 |                |                |                |                |                | 55.0         |                |              |
| Justice Building Elevator Upgrades          | 170.0          | 170.0           | 170.0          |                |                |                |                |              |                |              |
| Justice Building HVAC Cleaning              |                |                 |                | 60.0           |                |                |                |              |                |              |
| Justice Building North and South Side Roofs |                |                 |                |                |                | 100.0          |                |              |                |              |
| Justice Building Roof                       |                |                 |                |                |                |                |                |              |                | 300.0        |
| Justice Building Electrical Panel Study     |                |                 |                |                |                |                |                | 125.0        |                |              |
| Kinsmen Soccer Pave Main Parking Lot        |                |                 |                |                |                |                |                | 105.0        |                |              |
| Optimist Park Roof                          |                |                 |                |                |                |                | 245.0          |              |                |              |
| Optimist Park Field Light Poles             |                |                 |                |                |                |                |                |              | 120.0          |              |
| Optimist Park Siding                        |                |                 |                |                |                |                | 65.0           |              |                |              |
| Renovations at Various Municipal Buildings  |                | 84.0            | 71.0           | 59.0           | 102.0          | 50.0           | 16.0           | 42.0         | 10.0           | 13.0         |
| Curling Club Refrigeration System           |                |                 |                |                |                |                |                |              | 350.0          |              |
| Richelieu Day Care HVAC                     |                |                 |                | 25.0           |                |                |                |              |                |              |
| Richelieu Day Care Roof & Skylights         |                |                 |                | 160.0          |                |                |                |              |                |              |
| Transit Apron Repairs                       |                | 50.0            |                |                |                |                |                |              |                |              |
| <b>13 Environmental Sustainability</b>      |                |                 |                |                |                |                |                |              |                |              |
| Electric Vehicle Chargers                   |                | 360.0           |                |                |                |                |                |              |                |              |
| <b>Total Capital</b>                        | <b>1,747.0</b> | <b>10,040.0</b> | <b>6,571.0</b> | <b>4,246.0</b> | <b>4,396.0</b> | <b>1,871.0</b> | <b>1,062.0</b> | <b>727.0</b> | <b>1,480.0</b> | <b>613.0</b> |

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# 2022

## BUDGET SUBMISSION

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COMMUNITY PARTNERS

## Operating and Capital Financial Summary

|                                       | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change              | %<br>Change             |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                           |                         |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                         |
| 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                                | \$50,000                  | \$0                       | (\$50,000)                | (100.00%)               |
| Financing LTD Principal & Interest    | \$102,958                 | \$85,798                           | \$102,958                 | \$102,957                 | (\$1)                     | (0.00%)                 |
| Financial and Transfers               | <u>\$4,512,803</u>        | <u>\$3,887,002</u>                 | <u>\$4,336,358</u>        | <u>\$4,198,412</u>        | <u>(\$137,946)</u>        | <u>(3.18%)</u>          |
| <b>Subtotal</b>                       | <b><u>\$4,615,761</u></b> | <b><u>\$3,972,800</u></b>          | <b><u>\$4,489,316</u></b> | <b><u>\$4,301,369</u></b> | <b><u>(\$187,947)</u></b> | <b><u>(4.19%)</u></b>   |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                         |
| 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 | \$61,853                  | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                   |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                   |
| Contribution from Reserves            | <u>\$296,939</u>          | <u>\$186,680</u>                   | <u>\$223,235</u>          | <u>\$179,511</u>          | <u>(\$43,724)</u>         | <u>(19.59%)</u>         |
| <b>Subtotal</b>                       | <b><u>\$358,792</u></b>   | <b><u>\$186,680</u></b>            | <b><u>\$223,235</u></b>   | <b><u>\$179,511</u></b>   | <b><u>(\$43,724)</u></b>  | <b><u>(19.59%)</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$4,256,969</u></b> | <b><u>\$3,786,120</u></b>          | <b><u>\$4,266,081</u></b> | <b><u>\$4,121,858</u></b> | <b><u>(\$144,223)</u></b> | <b><u>(3.38%)</u></b>   |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                           |                         |
| Gross Capital                         | \$0                       | \$0                                | \$132,600                 | \$150,000                 | \$17,400                  | 13.12%                  |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>(\$150,000)</u>        | <u>(\$150,000)</u>        | <u>100.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$132,600</u></b>   | <b><u>\$0</u></b>         | <b><u>(\$132,600)</u></b> | <b><u>(100.00%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$4,256,969</u></b> | <b><u>\$3,786,120</u></b>          | <b><u>\$4,398,681</u></b> | <b><u>\$4,121,858</u></b> | <b><u>(\$276,823)</u></b> | <b><u>(6.29%)</u></b>   |

|                                              | 2020<br>Actuals           | 2021<br>Actuals Nov<br>(Not Final) | 2021<br>Budget            | 2022<br>Submission        | \$<br>Change              | %<br>Change           |
|----------------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------|
| Cornwall Public Library - Operating          | \$2,005,093               | \$1,870,010                        | \$2,217,319               | \$2,261,666               | \$44,347                  | 2.00%                 |
| Cornwall Public Library - Net Capital        | \$0                       | \$0                                | \$132,600                 | \$0                       | (\$132,600)               | (100.00%)             |
| Cornwall Public Library - Financing LTD      | \$102,958                 | \$85,798                           | \$102,958                 | \$102,957                 | (\$1)                     | (0.00%)               |
| S.D. & G. Historical Society                 | \$100,000                 | \$100,000                          | \$100,000                 | \$151,309                 | \$51,309                  | 51.31%                |
| Cornwall & Regional Airport                  | \$103,050                 | \$103,049                          | \$103,049                 | \$110,126                 | \$7,077                   | 6.87%                 |
| Eastern Ontario Health Unit                  | \$707,766                 | \$670,174                          | \$728,413                 | \$742,981                 | \$14,568                  | 2.00%                 |
| Heritage Cornwall                            | \$5,475                   | \$0                                | \$0                       | \$3,850                   | \$3,850                   | 100.00%               |
| Raisin Region Conservation Authority         | \$540,368                 | \$488,891                          | \$548,352                 | \$549,255                 | \$903                     | 0.16%                 |
| Heart of the City                            | \$7,000                   | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Medical Recruitment / Scholarship            | \$175,000                 | \$176,846                          | \$175,000                 | \$100,000                 | (\$75,000)                | (42.86%)              |
| Eastern Ontario Regional Network             | \$25,858                  | \$25,858                           | \$25,858                  | \$25,858                  | \$0                       | 0.00%                 |
| Eastern Ontario Agri-Food Network            | <u>\$0</u>                | <u>\$25,000</u>                    | <u>\$25,000</u>           | <u>\$25,000</u>           | <u>\$0</u>                | <u>0.00%</u>          |
| <b>SUBTOTAL</b>                              | <b><u>\$3,772,568</u></b> | <b><u>\$3,545,626</u></b>          | <b><u>\$4,158,549</u></b> | <b><u>\$4,073,002</u></b> | <b><u>(\$85,547)</u></b>  | <b><u>(2.06%)</u></b> |
| Payback to Working Reserves (EORN)           | \$28,367                  | \$28,367                           | \$28,367                  | \$28,367                  | \$0                       | 0.00%                 |
| Beyond 21 - Capital to/from Working Reserves | \$0                       | \$100,000                          | \$100,000                 | \$0                       | (\$100,000)               | (100.00%)             |
| Building Reserve - Net                       | \$256,034                 | \$85,000                           | (\$1,719)                 | (\$102,957)               | (\$101,238)               | 5889.35%              |
| Municipal Grants Program - Net               | <u>\$200,000</u>          | <u>\$27,127</u>                    | <u>\$113,484</u>          | <u>\$123,446</u>          | <u>\$9,962</u>            | <u>8.78%</u>          |
| <b>TOTAL OPERATING AND CAPITAL</b>           | <b><u>\$4,256,969</u></b> | <b><u>\$3,786,120</u></b>          | <b><u>\$4,398,681</u></b> | <b><u>\$4,121,858</u></b> | <b><u>(\$276,823)</u></b> | <b><u>(6.29%)</u></b> |

# Cornwall Public Library

## 2022 Draft Budget

|                                                      | 2020<br>Budget            | 2021<br>Budget            | 2022 Budget<br>Submission | %<br>Change            |
|------------------------------------------------------|---------------------------|---------------------------|---------------------------|------------------------|
| <b>Operating</b>                                     |                           |                           |                           |                        |
| Revenue                                              |                           |                           |                           |                        |
| Province Per H'hold                                  | \$92,828                  | \$92,828                  | \$92,828                  | 0.00%                  |
| Project Donations & Grants                           | 8,600                     | 4,100                     | 8,100                     | 97.56%                 |
| Photocopy/Rental/Sales                               | 23,500                    | 17,500                    | 39,440                    | 125.37%                |
| Fees/Lost Book Replacement                           | 19,400                    | 14,000                    | 13,000                    | -7.14%                 |
| Community Donations                                  | 600                       | 600                       | 2,804                     | 367.33%                |
| Total Revenue                                        | <u>\$181,178</u>          | <u>\$129,028</u>          | <u>\$156,172</u>          | <u>21.04%</u>          |
| Expenses                                             |                           |                           |                           |                        |
| Salaries                                             | \$1,306,060               | \$1,087,277               | \$1,314,587               | 20.91%                 |
| Benefits                                             | 330,351                   | 284,904                   | 320,698                   | 12.56%                 |
| Administration                                       | 58,660                    | 87,660                    | 93,150                    | 6.26%                  |
| Property Maintenance                                 | 139,500                   | 145,090                   | 125,500                   | -13.50%                |
| Utilities                                            | 119,000                   | 121,380                   | 109,000                   | -10.20%                |
| Library Materials                                    | 232,150                   | 308,881                   | 311,599                   | 0.88%                  |
| Projects                                             | 59,200                    | 4,100                     | 100                       | -97.56%                |
| Library Supplies & Services                          | 80,750                    | 107,295                   | 103,954                   | -3.11%                 |
| Equipment & Furniture                                | 5,000                     | 15,000                    | 5,000                     | -66.67%                |
| Professional Development                             | 18,000                    | 19,760                    | 13,750                    | -30.41%                |
| Promotion                                            | 9,800                     | 15,000                    | 8,500                     | -43.33%                |
| Library Programming                                  | 7,800                     | 45,000                    | 7,000                     | -84.44%                |
| Photocopying Services                                | 5,000                     | 5,000                     | 5,000                     | 0.00%                  |
| New Services                                         | 0                         | 100,000                   | 0                         | -100.00%               |
| Total Expenses                                       | <u>\$2,371,271</u>        | <u>\$2,346,347</u>        | <u>\$2,417,838</u>        | <u>3.05%</u>           |
| <b>City of Cornwall, Tax Based Operating Funding</b> | <u><b>\$2,190,093</b></u> | <u><b>\$2,217,319</b></u> | <u><b>\$2,261,666</b></u> | <u><b>2.00%</b></u>    |
| <b>Capital</b>                                       |                           |                           |                           |                        |
| Gross Capital Projects                               | \$165,000                 | \$132,600                 | \$150,000                 | 13.12%                 |
| City of Cornwall, Reserves (City)                    | (85,000)                  | 0                         | (150,000)                 | 0.00%                  |
| <b>City of Cornwall, Tax Based Capital Funding</b>   | <u><b>\$80,000</b></u>    | <u><b>\$132,600</b></u>   | <u><b>\$0</b></u>         | <u><b>-100.00%</b></u> |
| <b>City of Cornwall, Total Tax Based Funding</b>     | <u><b>\$2,270,093</b></u> | <u><b>\$2,349,919</b></u> | <u><b>\$2,261,666</b></u> | <u><b>-3.76%</b></u>   |

### 2022 Itemized Capital Projects

|                            |                         |
|----------------------------|-------------------------|
| Passenger Elevator Upgrade | \$75,000                |
| Exterior Walls - Sealant   | <u>75,000</u>           |
| <b>Total Capital</b>       | <u><b>\$150,000</b></u> |

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# 2022

## BUDGET SUBMISSION

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APPENDIX A: CAPITAL SUMMARY

## 2022 CAPITAL BUDGET SUBMISSION SUMMARY

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

| DESCRIPTION                                                                 | Page # | 2021 Gross | 2022 Gross | EXTERNAL FUNDING |        |           | RESERVES |                     |                  | 2022 TAX BASE |
|-----------------------------------------------------------------------------|--------|------------|------------|------------------|--------|-----------|----------|---------------------|------------------|---------------|
|                                                                             |        |            |            | Grants / Other   | SDG    | Financing | Gas Tax  | Development Charges | Specific Reserve |               |
| <b>FINANCIAL SERVICES</b>                                                   |        |            |            |                  |        |           |          |                     |                  |               |
| <u>ITT Services</u>                                                         |        |            |            |                  |        |           |          |                     |                  |               |
| Virtual Host Infrastructure Upgrade                                         | 45     |            | 100.00     |                  |        |           |          |                     | 100.00           |               |
| Corporate Data Storage                                                      |        | 100.00     |            |                  |        |           |          |                     |                  |               |
| Network Infrastructure                                                      |        | 100.00     |            |                  |        |           |          |                     |                  |               |
| <u>Accounting Services</u>                                                  |        |            |            |                  |        |           |          |                     |                  |               |
| Asset Management Planning Software                                          |        | 90.00      |            |                  |        |           |          |                     |                  |               |
| <b>HOUSING SERVICES</b>                                                     |        | 1,039.66   |            |                  |        |           |          |                     |                  |               |
| Ingleside Backup Generator                                                  | 54     |            | 250.00     |                  | 57.12  |           |          |                     |                  | 192.88        |
| Iroquois Kitchen Renovations                                                | 55     |            | 335.00     |                  | 76.54  |           |          |                     |                  | 258.46        |
| Roof Anchor Maintenance                                                     | 56     |            | 10.00      |                  | 2.29   |           |          |                     |                  | 7.71          |
| Sewer Replacement Phase 2                                                   | 57     |            | 250.00     |                  | 57.12  |           |          |                     |                  | 192.88        |
| Electrical Panel Maintenance at High Rise Buildings                         | 58     |            | 35.00      |                  | 8.00   |           |          |                     |                  | 27.00         |
| Consulting Services - Exterior Brick                                        | 59     |            | 25.00      |                  | 5.71   |           |          |                     |                  | 19.29         |
| Accessible Door Ramp                                                        | 60     |            | 5.00       |                  | 1.14   |           |          |                     |                  | 3.86          |
| Asphalt Repairs to Parking Lots                                             | 61     |            | 35.00      |                  | 8.00   |           |          |                     |                  | 27.00         |
| Sidewalk Replacement                                                        | 62     |            | 7.00       |                  | 1.60   |           |          |                     |                  | 5.40          |
| Social Housing Apartment Renovations                                        | 63     |            | 77.66      |                  | 17.75  |           |          |                     |                  | 59.91         |
| Maintenance Equipment Replacement                                           | 64     |            | 10.00      |                  | 2.29   |           |          |                     |                  | 7.71          |
| <b>GLEN STOR DUN LODGE</b>                                                  |        |            |            |                  |        |           |          |                     |                  |               |
| Resident Equipment                                                          | 68     | 50.00      | 35.00      |                  | 10.50  |           |          |                     |                  | 24.50         |
| Building Requirements                                                       | 69     | 60.00      | 230.00     | 81.30            |        |           |          |                     | 148.70           |               |
| Kitchen & Laundry Equipment                                                 | 70     | 44.00      | 110.00     |                  |        |           |          |                     | 110.00           |               |
| Backup Generator (to support new HVAC unit)                                 |        | 650.00     |            |                  |        |           |          |                     |                  |               |
| Air Supply Units                                                            |        | 230.00     |            |                  |        |           |          |                     |                  |               |
| Passenger Elevators Hydraulic Modernization & Inground Cylinder Replacement |        | 85.00      |            |                  |        |           |          |                     |                  |               |
| <b>CORNWALL SDG PARAMEDIC SERVICES</b>                                      |        |            |            |                  |        |           |          |                     |                  |               |
| Ambulance Replacement                                                       | 76     | 800.00     | 760.00     |                  |        |           |          |                     | 760.00           |               |
| Power Cot Replacement                                                       | 77     | 75.00      | 81.00      |                  |        |           |          |                     | 81.00            |               |
| Paramedic Response Units                                                    | 78     |            | 285.00     |                  |        |           |          |                     | 285.00           |               |
| ToughBook Computers                                                         |        | 75.00      |            |                  |        |           |          |                     |                  |               |
| <b>FIRE &amp; EMERGENCY MANAGEMENT SERVICES</b>                             |        |            |            |                  |        |           |          |                     |                  |               |
| Fleet Renewal - Pickup Truck                                                | 84     |            | 75.00      |                  |        |           |          |                     | 75.00            |               |
| Comprehensive Risk Assessment Consultation                                  | 85     |            | 75.00      |                  |        |           |          |                     | 75.00            |               |
| Fire Headquarters and Training Centre                                       |        | 2,900.00   |            |                  |        |           |          |                     |                  |               |
| Pumper 3 Replacement                                                        |        | 880.00     |            |                  |        |           |          |                     |                  |               |
| <b>CORNWALL POLICE SERVICES</b>                                             | 87     | 385.80     | 339.00     |                  |        |           |          |                     | 215.00           | 124.00        |
| <b>MUNICIPAL WORKS FACILITIES &amp; EQUIPMENT</b>                           |        |            |            |                  |        |           |          |                     |                  |               |
| <u>Municipal Works Equipment</u>                                            |        |            |            |                  |        |           |          |                     |                  |               |
| Municipal Works Fleet Renewal Program                                       | 94     | 800.00     | 800.00     |                  |        |           |          |                     | 800.00           |               |
| <u>Municipal Works Yard Redevelopment</u>                                   |        |            |            |                  |        |           |          |                     |                  |               |
| Administration and Multiuse Building Construction                           |        | 13,923.00  |            |                  |        |           |          |                     |                  |               |
| Demolition and Site Works                                                   |        | 1,154.00   |            |                  |        |           |          |                     |                  |               |
| <u>Parks and Landscaping</u>                                                |        |            |            |                  |        |           |          |                     |                  |               |
| Tree Canopy Management Program                                              | 95     | 300.0      | 300.00     |                  |        |           |          |                     |                  | 300.00        |
| <b>TRAFFIC SIGNALS AND STREETLIGHTING</b>                                   |        |            |            |                  |        |           |          |                     |                  |               |
| <u>Traffic Signals</u>                                                      |        |            |            |                  |        |           |          |                     |                  |               |
| Traffic Signal Upgrades                                                     | 100    | 300.00     | 350.00     |                  |        |           | 350.00   |                     |                  |               |
| <u>Street Lighting</u>                                                      |        |            |            |                  |        |           |          |                     |                  |               |
| Pole Replacement Program                                                    | 101    | 100.00     | 100.00     |                  |        |           |          |                     | 100.00           |               |
| <b>TRANSIT</b>                                                              |        |            |            |                  |        |           |          |                     |                  |               |
| Conventional Hybrid Buses<br>(Approved - rpt #2021-63-Financial Services)   | 106    | 1,226.20   | 1,926.00   | 1,412.33         |        | 513.67    |          |                     |                  |               |
| Handi-Transit Bus<br>(Approved - rpt #2021-83-Financial Services)           | 107    | 235.10     | 231.20     | 169.50           |        | 61.70     |          |                     |                  |               |
| Bus Shelters & Accessibility Bus Stops                                      | 108    | 44.00      | 44.00      |                  | 32.27  |           |          |                     | 11.73            |               |
| Addition to Maintenance Garage                                              | 109    | 300.00     | 960.00     |                  | 703.97 | 256.03    |          |                     |                  |               |
| Handi-Transit Software                                                      | 110    |            | 115.00     |                  | 84.33  |           |          |                     | 30.67            |               |
| Metal Siding and Garage Doors                                               | 111    |            | 280.00     |                  | 233.33 |           |          |                     | 46.67            |               |
| Micro Transit                                                               | 112    |            | 75.00      |                  | 55.00  |           |          |                     | 20.00            |               |
| Conventional Bus Surveillance System                                        |        | 33.00      |            |                  |        |           |          |                     |                  |               |
| Electronic Fareboxes                                                        |        | 650.00     |            |                  |        |           |          |                     |                  |               |
| Wi-Fi Commander Software                                                    |        | 50.00      |            |                  |        |           |          |                     |                  |               |
| <b>ROADWAYS &amp; STRUCTURES</b>                                            |        |            |            |                  |        |           |          |                     |                  |               |
| <u>Road Network</u>                                                         |        |            |            |                  |        |           |          |                     |                  |               |
| Asphalt Resurfacing on Various City Streets                                 | 118    | 3,500.00   | 4,000.00   | 3,954.00         |        |           |          |                     | 46.00            |               |
| Asset Management Plan Update                                                |        |            |            |                  |        |           |          |                     |                  |               |
| <u>Transportation Capacity</u>                                              |        |            |            |                  |        |           |          |                     |                  |               |
| Lemay St. Upgrades Phase 4 - McConnell Ave to MW Yard                       | 119    | 1,500.00   | 4,500.00   |                  |        | 1,630.00  | 2,870.00 |                     |                  |               |
| Marleau Avenue Reconstruction and Widening - Stage 2                        |        | 2,000.00   |            |                  |        |           |          |                     |                  |               |
| CN Rail Property Acquisition – Second St. W. to Ninth St. W.                |        | 160.00     |            |                  |        |           |          |                     |                  |               |

**2022 CAPITAL BUDGET SUBMISSION SUMMARY**

| *Please note all figures are in 000s of dollars                           |        |            |            |                  |        |           |          |                     |                  |               |
|---------------------------------------------------------------------------|--------|------------|------------|------------------|--------|-----------|----------|---------------------|------------------|---------------|
| DESCRIPTION                                                               | Page # | 2021 Gross | 2022 Gross | EXTERNAL FUNDING |        |           | RESERVES |                     |                  | 2022 TAX BASE |
|                                                                           |        |            |            | Grants / Other   | SDG    | Financing | Gas Tax  | Development Charges | Specific Reserve |               |
| <b>Intersections</b>                                                      |        |            |            |                  |        |           |          |                     |                  |               |
| Centretown - Water St. & Montreal Rd Intersections                        | 120    | 30.00      | 30.00      |                  |        |           | 30.00    |                     |                  |               |
| Rainbow Crosswalk                                                         | 121    |            | 15.00      |                  |        |           |          |                     |                  | 15.00         |
| <b>Structures</b>                                                         |        |            |            |                  |        |           |          |                     |                  |               |
| Culvert Replacement - Fly Creek at Marleau Ave                            | 122    | 450.00     | 450.00     |                  |        |           | 450.00   |                     |                  |               |
| Small Diameter Culvert Replacement                                        | 123    | 100.00     | 100.00     |                  |        |           |          |                     | 100.00           |               |
| Boundary Road at Grant's Corners Bridge Reconstruction                    |        |            |            |                  |        |           |          |                     |                  |               |
| Culvert Replacement - Boals Drain at Benny Ave                            |        |            |            |                  |        |           |          |                     |                  |               |
| <b>ACTIVE TRANSPORTATION</b>                                              |        |            |            |                  |        |           |          |                     |                  |               |
| Active Transportation (Sidewalk Infrastructure)                           | 124    | 240.00     | 340.00     |                  |        |           | 340.00   |                     |                  |               |
| Active Transportation (Bicycle Infrastructure)                            | 125    | 250.00     | 420.00     | 120.00           |        |           | 300.00   |                     |                  |               |
| <b>WASTE MANAGEMENT SERVICES</b>                                          |        |            |            |                  |        |           |          |                     |                  |               |
| Landfill Leachate and Gas Collection Systems Upgrades                     | 132    | 250.00     | 100.00     |                  |        |           |          |                     | 100.00           |               |
| Landfill Site Pavement Replacement                                        | 133    | 50.00      | 30.00      |                  |        |           |          |                     | 30.00            |               |
| Landfill Expansion / Alternative Disposal ECA                             | 134    | 100.00     | 100.00     |                  |        |           |          |                     | 100.00           |               |
| Landfill Site - Maintenance Building Repairs                              | 135    |            | 40.00      |                  |        |           |          |                     | 40.00            |               |
| Landfill Site - Scale Upgrades / Maintenance                              | 136    |            | 100.00     |                  |        |           |          |                     | 100.00           |               |
| Community Climate Action Plan                                             | 137    |            | 100.00     | 50.00            |        |           |          |                     |                  | 50.00         |
| <b>RECREATION AND FACILITIES</b>                                          |        |            |            |                  |        |           |          |                     |                  |               |
| <b>Recreation Services</b>                                                |        |            |            |                  |        |           |          |                     |                  |               |
| Implementation of the Waterfront Plan                                     | 152    | 15.00      | 240.00     |                  |        |           | 140.00   |                     |                  | 100.00        |
| <b>Recreation Facilities</b>                                              |        |            |            |                  |        |           |          |                     |                  |               |
| <b>Civic Complex</b>                                                      |        |            |            |                  |        |           |          |                     |                  |               |
| Snow Melt Area Reconstruction                                             | 158    |            | 85.00      |                  |        |           | 85.00    |                     |                  |               |
| Salon ABS Needs Analysis Study                                            | 159    |            | 50.00      |                  |        |           |          |                     | 50.00            |               |
| Lower Level Washroom Improvements                                         | 160    |            | 100.00     |                  |        |           |          |                     | 100.00           |               |
| Refrigeration Plant Condenser                                             |        | 250.00     |            |                  |        |           |          |                     |                  |               |
| Front Entrance and Patio Design                                           |        | 75.00      |            |                  |        |           |          |                     |                  |               |
| Salon Lighting and Lower Level Concourse Lighting and Ceiling Replacement |        | 125.00     |            |                  |        |           |          |                     |                  |               |
| Arena Sound System                                                        |        | 80.00      |            |                  |        |           |          |                     |                  |               |
| <b>Aquatic Centre</b>                                                     |        |            |            |                  |        |           |          |                     |                  |               |
| Heat Study & Engineering Design                                           | 161    |            | 75.00      |                  |        |           |          |                     | 75.00            |               |
| <b>Benson Centre</b>                                                      |        |            |            |                  |        |           |          |                     |                  |               |
| Main Lobby LED Lighting Replacement                                       | 162    |            | 50.00      |                  |        |           |          |                     | 50.00            |               |
| Ice Plant Compressor                                                      | 163    |            | 45.00      |                  |        |           |          |                     | 45.00            |               |
| Hot Water Boiler                                                          | 164    |            | 60.00      |                  |        |           |          |                     | 60.00            |               |
| Roof Heat Trace                                                           | 165    |            | 85.00      |                  |        |           |          |                     | 85.00            |               |
| Downspout Repairs                                                         |        | 75.00      |            |                  |        |           |          |                     |                  |               |
| Site Works, Outdoor Furniture and Fencing                                 |        | 50.00      |            |                  |        |           |          |                     |                  |               |
| CN Rail Property Acquisition                                              |        | 140.00     |            |                  |        |           |          |                     |                  |               |
| Laser Ice Leveller                                                        |        | 60.00      |            |                  |        |           |          |                     |                  |               |
| <b>Outdoor Facilities</b>                                                 |        |            |            |                  |        |           |          |                     |                  |               |
| Outdoor Bleacher Replacement                                              | 166    | 40.00      | 40.00      |                  |        |           |          |                     |                  | 40.00         |
| Marina 200 Dock Replacement and Repairs                                   | 167    |            | 50.00      |                  |        |           | 50.00    |                     |                  |               |
| Outdoor Pool Basin Repair Design                                          | 168    |            | 25.00      |                  |        |           |          |                     |                  | 25.00         |
| Upgrade Outdoor Pool Filter System                                        |        | 30.00      |            |                  |        |           |          |                     |                  |               |
| <b>Recreation / Playgrounds</b>                                           |        |            |            |                  |        |           |          |                     |                  |               |
| Tennis & Pickleball Court Resurfacing and LED Lighting                    | 169    |            | 300.00     |                  |        |           | 300.00   |                     |                  |               |
| Optimist Park LED Lights in Baseball and Soccer Fields                    | 170    |            | 220.00     |                  |        |           | 220.00   |                     |                  |               |
| Playground Structure Replacement                                          | 171    |            | 150.00     |                  |        |           |          |                     | 30.00            | 120.00        |
| Bicycle Path Repairs                                                      | 172    | 50.00      | 50.00      |                  |        |           | 50.00    |                     |                  |               |
| Parks and Building Repairs                                                | 173    | 51.00      | 102.00     |                  |        |           |          |                     | 30.00            | 72.00         |
| Guindon Park Road Improvements                                            |        | 25.00      |            |                  |        |           |          |                     |                  |               |
| Subdivision Park Designs                                                  |        | 100.00     |            |                  |        |           |          |                     |                  |               |
| Lamoureux Park Washroom Upgrades                                          |        | 75.00      |            |                  |        |           |          |                     |                  |               |
| Lamoureux Park Lighting Upgrades                                          |        | 375.00     |            |                  |        |           |          |                     |                  |               |
| Outdoor Park Furniture                                                    |        | 75.00      |            |                  |        |           |          |                     |                  |               |
| <b>Municipal Facilities</b>                                               |        |            |            |                  |        |           |          |                     |                  |               |
| Justice Building Elevator Upgrade                                         | 174    |            | 170.00     |                  |        |           |          |                     | 170.00           |               |
| Fire Hall #2 Brick Replacement                                            | 175    |            | 90.00      |                  |        |           |          |                     | 90.00            |               |
| Justice Building Emergency Standby Generator                              |        | 250.00     |            |                  |        |           |          |                     |                  |               |
| Justice Building Cladding                                                 |        | 600.00     |            |                  |        |           |          |                     |                  |               |
| Articulating Boom Lift                                                    |        | 60.00      |            |                  |        |           |          |                     |                  |               |
| <b>CORNWALL PUBLIC LIBRARY</b>                                            | 186    | 132.60     | 150.00     |                  |        |           |          |                     | 150.00           |               |
| <b>TOTAL CAPITAL</b>                                                      |        | 38,043.36  | 20,772.86  | 6,896.03         | 248.06 | 2,461.40  | 5,185.00 | -                   | 4,309.77         | 1,672.60      |

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# 2022

## BUDGET SUBMISSION

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### APPENDIX B: RESERVES SUMMARY



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**2022 SUMMARY OF RESERVES**  
**Estimated December 31, 2022**

|                                                       | Opening<br>Balance | Net<br>Transactions | Balance<br>Est Dec 31, 2022 | 2021<br>Targeted<br>Balance | LTFP<br>Balance<br>at Dec 31/22 |
|-------------------------------------------------------|--------------------|---------------------|-----------------------------|-----------------------------|---------------------------------|
| <b><u>Operating Reserves</u></b>                      |                    |                     |                             |                             |                                 |
| Working Reserves                                      | 2,880,171          | 453,623             | 3,333,794                   |                             | 4,910,047                       |
| Tax Stabilization Reserve                             | 300,000            | 0                   | 300,000                     |                             | 650,000                         |
| Winter Control Reserve                                | 325,719            | (150,000)           | 175,719                     |                             | 300,000                         |
| Health and Safety Reserve                             | 76,022             | 0                   | 76,022                      |                             | 76,022                          |
| Municipal Elections Reserve                           | 135,000            | (135,000)           | 0                           |                             | 0                               |
| Renaissance Reserve                                   | 118,826            | 0                   | 118,826                     |                             | 88,825                          |
| Medical Recruitment Reserve                           | <u>753,397</u>     | <u>(25,000)</u>     | <u>728,397</u>              |                             | <u>241,542</u>                  |
|                                                       | <b>4,589,135</b>   | <b>143,623</b>      | <b>4,732,758</b>            | <b>7,404,862</b>            | <b>6,266,436</b>                |
| <b><u>Capital Reserves</u></b>                        |                    |                     |                             |                             |                                 |
| Equipment and Vehicles Reserve                        | 921,604            | (545,703)           | 375,901                     |                             | 691,666                         |
| Recreation Facilities Reserve                         | 248,566            | (163,650)           | 84,916                      |                             | 64,188                          |
| Municipal Buildings Reserve                           | 2,287,649          | 184,784             | 2,472,433                   |                             | 2,080,558                       |
| Fire Equipment Reserve                                | 93,059             | (60,000)            | 33,059                      |                             | 105,306                         |
| Land Ambulance Reserve                                | 532,620            | (415,852)           | 116,768                     |                             | 250,071                         |
| Waste Management Capital Reserve                      | 533,650            | 150,000             | 683,650                     |                             | 429,861                         |
| Land Reserve                                          | (1,969,749)        | (10,500)            | (1,980,249)                 |                             | (30,600)                        |
| Road Infrastructure Reserve                           | <u>106,505</u>     | <u>474,500</u>      | <u>581,005</u>              |                             | <u>637,410</u>                  |
|                                                       | <b>2,753,904</b>   | <b>(386,421)</b>    | <b>2,367,483</b>            | <b>5,088,833</b>            | <b>4,228,460</b>                |
| <b><u>Restricted Reserves (Municipal Funding)</u></b> |                    |                     |                             |                             |                                 |
| Water Works Reserve                                   | 4,777,123          | (826,293)           | 3,950,830                   | 3,538,237                   | 2,910,054                       |
| Wastewater Works Reserve                              | 4,174,104          | (210,314)           | 3,963,790                   | 3,748,189                   | 2,936,580                       |
| Building Surplus Reserve (permits)                    | 1,277,671          | 7,437               | 1,285,108                   | 1,366,761                   | 102,739                         |
| CAHC Operating Reserve Fund                           | 5,323,060          | (484,720)           | 4,838,340                   | Not Defined                 | 1,925,105                       |
| Brownfields Reserve                                   | 659,255            | 436,519             | 1,095,774                   | 2,000,000                   | 150,430                         |
| Landfill Closure and Post Closure Reserve Fund        | 100,000            | 202,850             | 302,850                     | 17,976,873                  | 0                               |
| Waterfront Development Fund                           | 240,000            | 0                   | 240,000                     | Not Defined                 | N/A                             |
| WSIB - Estimated Future Benefit Costs Reserve         | 2,603,037          | 219,021             | 2,822,058                   | 7,836,600                   | 2,251,209                       |
| Downtown Investment Reserve Fund                      | 3,500,000          | 0                   | 3,500,000                   | 3,500,000                   | 3,513,205                       |
| ODRP / Heart of City Reserve                          | 21,743             | 167,924             | 189,667                     | 200,000                     | (47,749)                        |
| Social Housing - Regeneration Reserve                 | 1,260,867          | 210,728             | 1,471,595                   | Not Defined                 | N/A                             |
| Social Housing Capital & Equipment Reserve            | 824,103            | 25,096              | 849,199                     | Not Defined                 | N/A                             |
| Parking Reserve Fund                                  | 109,854            | 1,000               | 110,854                     | Not Defined                 | 55,136                          |
| Progress Fund                                         | <u>25,802,947</u>  | <u>72,900</u>       | <u>25,875,847</u>           | 25,000,000                  | <u>25,354,859</u>               |
|                                                       | <b>50,673,764</b>  | <b>(177,852)</b>    | <b>50,495,912</b>           |                             | <b>39,151,568</b>               |
| <b><u>Restricted Reserves (Funded Externally)</u></b> |                    |                     |                             |                             |                                 |
| (a targeted reserve balance is not applicable)        |                    |                     |                             |                             |                                 |
| Provincial Gas Tax Reserve (Transit)                  | 67,617             | (1,917)             | 65,700                      |                             |                                 |
| Federal Gas Tax Reserve (Infrastructure)              | 2,922,671          | (2,519,292)         | 403,379                     |                             |                                 |
| Development Charges Reserve                           | (1,898,236)        | 1,010,600           | (887,636)                   |                             |                                 |
| Social Housing Providers Reserve                      | 2,452,923          | 4,200               | 2,457,123                   |                             |                                 |
| Social Housing Capital Reserve Fund                   | 1,239,308          | 8,450               | 1,247,758                   |                             |                                 |
| Employment Assistance Retained Surplus Reserve        | 641,357            | (95,345)            | 546,012                     |                             |                                 |
| Child Care ELCD Reserve                               | 95,394             | 0                   | 95,394                      |                             |                                 |
| Consolidated Homelessness CHPI Reserve                | 39,927             | 0                   | 39,927                      |                             |                                 |
| Parkland Reserve Fund                                 | 94,052             | (29,000)            | 65,052                      |                             |                                 |
| Winter Games/Legacy Trust Fund                        | 56,631             | (1,800)             | 54,831                      |                             |                                 |
| Arts and Culture Trust Fund                           | <u>828,047</u>     | <u>0</u>            | <u>828,047</u>              |                             |                                 |
|                                                       | <b>6,539,691</b>   | <b>(1,624,104)</b>  | <b>4,915,587</b>            |                             |                                 |
| <b>TOTAL RESERVES AND RESERVE FUNDS</b>               | <b>64,556,494</b>  | <b>(2,044,754)</b>  | <b>62,511,740</b>           |                             |                                 |

**2022 DETAIL OF RESERVES**  
**Estimated December 31, 2022**

|                                                              | Opening<br>Balance | Withdrawals      | Additions      | Balance          |
|--------------------------------------------------------------|--------------------|------------------|----------------|------------------|
| <b>OPERATING RESERVES</b>                                    |                    |                  |                |                  |
| <b>Working Reserves</b>                                      | 2,880,171          |                  |                |                  |
| CN Property Repayment                                        |                    |                  | 150,000        |                  |
| Repay Taxes Written Off in 2019 (Balance to repay \$799,263) |                    |                  | 300,000        |                  |
| Repay EORN (2020-2026)                                       |                    |                  | 28,367         |                  |
| Repay GSDL Fire Panel Replacement (2014-2024)                |                    |                  | 18,310         |                  |
| Repay Accounting Software Upgrade (2020-2027)                |                    |                  | 50,000         |                  |
| Council ITT Requirements for 2022                            |                    | (16,500)         |                |                  |
| Municipal Grant Carry Forward                                |                    | (76,554)         |                | 3,333,794        |
| <b>Tax Stabilization Reserve</b>                             | 300,000            |                  |                | 300,000          |
| <b>Winter Control Reserve</b>                                | 325,719            |                  |                |                  |
| Budgeted for Operating                                       |                    | (150,000)        |                | 175,719          |
| <b>Health and Safety Reserve</b>                             | 76,022             |                  |                | 76,022           |
| <b>Municipal Elections Reserve</b>                           | 135,000            |                  |                |                  |
| 2022 Election Contribution                                   |                    | (135,000)        |                | 0                |
| <b>Renaissance Reserve</b>                                   | 118,826            |                  |                | 118,826          |
| <b>Medical Recruitment Reserve</b>                           | 753,397            |                  |                |                  |
| Committed Funds (Medical Scholarships/Recruitment \$450,000) |                    |                  |                |                  |
| Budgeted Contribution                                        |                    |                  | 100,000        |                  |
| Recognize 2022 Medical Scholarships                          |                    | (75,000)         |                |                  |
| Doctor Recruitment Expenses                                  |                    | (50,000)         |                | 728,397          |
| <b>TOTAL Operating Reserves</b>                              | <b>4,589,135</b>   | <b>(503,054)</b> | <b>646,677</b> | <b>4,732,758</b> |

**2022 DETAIL OF RESERVES**  
**Estimated December 31, 2022**

|                                                   | Opening<br>Balance | Withdrawals        | Additions        | Balance          |
|---------------------------------------------------|--------------------|--------------------|------------------|------------------|
| <b>CAPITAL RESERVES</b>                           |                    |                    |                  |                  |
| <b>Equipment and Vehicles Reserve</b>             | 921,604            |                    |                  |                  |
| MW Contribution to Reserve                        |                    |                    | 200,000          |                  |
| Fire Contribution to Reserve                      |                    |                    | 100,000          |                  |
| Police Contribution to Reserve                    |                    |                    | 220,000          |                  |
| Transit Contribution to Reserve                   |                    |                    | 140,000          |                  |
| ITT Contribution                                  |                    |                    | 100,000          |                  |
| Transit Payback - Bus Surveillance System         |                    |                    | 14,367           |                  |
| Fire Personal Water Rescue Craft                  |                    | (21,000)           |                  |                  |
| ITT Virtual Host Infrastructure                   |                    | (100,000)          |                  |                  |
| Fleet Renewal - Pickup Truck                      |                    | (75,000)           |                  |                  |
| Transit Bus Shelters and Bus Stop Accessibility   |                    | (11,730)           |                  |                  |
| Handi Transit Software                            |                    | (30,670)           |                  |                  |
| Micro Transit                                     |                    | (20,000)           |                  |                  |
| Transit Metal Siding and Garage Doors             |                    | (46,670)           |                  |                  |
| Police Fleet                                      |                    | (190,000)          |                  |                  |
| Police Capital                                    |                    | (25,000)           |                  |                  |
| MW Fleet                                          |                    | (800,000)          |                  | 375,901          |
| <b>Recreation Facilities Reserve</b>              | 248,566            |                    |                  |                  |
| Contribution from Recreation Facilities           |                    |                    | 356,350          |                  |
| Complex Salons Needs Analysis                     |                    | (50,000)           |                  |                  |
| Complex Lower Level Washroom Improvements         |                    | (100,000)          |                  |                  |
| Complex Ladder for Condenser                      |                    | (25,000)           |                  |                  |
| Aquatic Centre Heat Study and Engineering Design  |                    | (75,000)           |                  |                  |
| Parks and Building Repairs (Benson Centre)        |                    | (30,000)           |                  |                  |
| Benson Centre LED Light Replacement Main Lobby    |                    | (50,000)           |                  |                  |
| Benson Centre Ice Plant Compressor                |                    | (45,000)           |                  |                  |
| Benson Centre Hot Water Boiler                    |                    | (60,000)           |                  |                  |
| Benson Centre Roof Heat Trace                     |                    | (85,000)           |                  | 84,916           |
| <b>Municipal Buildings Reserve</b>                | 2,287,649          |                    |                  |                  |
| Contribution from Buildings                       |                    |                    | 667,535          |                  |
| Contribution for GSDL                             |                    |                    | 250,000          |                  |
| Contribution for EMS                              |                    |                    | 158,506          |                  |
| Justice Building Elevator Repairs                 |                    | (170,000)          |                  |                  |
| GSDL Building Requirements                        |                    | (148,700)          |                  |                  |
| GSDL Kitchen and Laundry Equipment                |                    | (110,000)          |                  |                  |
| Justice Building HVAC LTD                         |                    | (119,600)          |                  |                  |
| Fire Hall Brick Replacement                       |                    | (90,000)           |                  |                  |
| Library Capital                                   |                    | (150,000)          |                  |                  |
| LTD HVAC for Library (2018-2026)                  |                    | (102,957)          |                  | 2,472,433        |
| <b>Fire Equipment Reserve (Fire Marque)</b>       | 93,059             |                    |                  |                  |
| Recoveries                                        |                    |                    | 15,000           |                  |
| Compressive Risk Assessment                       |                    | (75,000)           |                  | 33,059           |
| <b>Land Ambulance Reserve</b>                     | 532,620            |                    |                  |                  |
| Replacement Ambulances                            |                    | (760,000)          |                  |                  |
| Paramedic Response Units                          |                    | (285,000)          |                  |                  |
| Power Cot Replacements                            |                    | (81,000)           |                  |                  |
| Principal on LTD for Ambulances (2019-2022)       |                    | (102,632)          |                  |                  |
| Transfer Amortization                             |                    |                    | 812,780          | 116,768          |
| <b>Waste Management Capital Reserve</b>           | 533,650            |                    |                  |                  |
| Budgeted Contribution - Solid Waste Mgmt Capital  |                    |                    | 220,000          |                  |
| Budgeted Contribution - Waste Diversion Capital   |                    |                    | 100,000          |                  |
| Budgeted Contribution - Organics Program          |                    |                    | 200,000          |                  |
| Landfill Expansion/Alternative Disposal ECA       |                    | (100,000)          |                  |                  |
| Landfill Leachate and Gas Collection Sys Upgrades |                    | (100,000)          |                  |                  |
| Landfill Maintenance Building Repairs             |                    | (40,000)           |                  |                  |
| Landfill Site Pavement Replacement                |                    | (30,000)           |                  |                  |
| Landfill Scale Upgrades                           |                    | (100,000)          |                  | 683,650          |
| <b>Land Reserve</b>                               | (1,969,749)        |                    |                  |                  |
| Interest Paid on Business Park Land Purchase Loan |                    | (10,500)           |                  | (1,980,249)      |
| <b>Road Infrastructure Reserve</b>                | 106,505            |                    |                  |                  |
| Capital Levy as per LTFP                          |                    |                    | 720,500          |                  |
| Pole Replacement Program                          |                    | (100,000)          |                  |                  |
| Asphalt Resurfacing                               |                    | (46,000)           |                  |                  |
| Small Diameter Culvert Replacement                |                    | (100,000)          |                  | 581,005          |
| <b>TOTAL Capital Reserves</b>                     | <b>2,753,904</b>   | <b>(4,661,459)</b> | <b>4,275,038</b> | <b>2,367,483</b> |

**2022 DETAIL OF RESERVES**  
**Estimated December 31, 2022**

|                                                                | Opening<br>Balance | Withdrawals | Additions | Balance   |
|----------------------------------------------------------------|--------------------|-------------|-----------|-----------|
| <b>RESTRICTED RESERVES (Municipal Funding)</b>                 |                    |             |           |           |
| <b>Water Works Reserve</b>                                     | 4,777,123          |             |           |           |
| Budgeted Contribution                                          |                    |             | 3,448,807 |           |
| Watermain Rehabilitation                                       |                    | (2,350,000) |           |           |
| System Growth - New Watermain                                  |                    | (500,000)   |           |           |
| Raw Water Intake Main Inspection/X-Ray                         |                    | (300,000)   |           |           |
| Raw Water Intake Redundancy - Technical Studies                |                    | (100,000)   |           |           |
| Concrete Storage Tank Condition Assessment                     |                    | (50,000)    |           |           |
| Backwash Pump Replacement                                      |                    | (350,000)   |           |           |
| High Lift Pump Replacement                                     |                    | (250,000)   |           |           |
| Aberdeen Avenue from Marlborough St. to Gloucester St.         |                    | (400,000)   |           |           |
| Interest Earned                                                |                    |             | 24,900    | 3,950,830 |
| <b>Wastewater Works Reserve</b>                                | 4,174,104          |             |           |           |
| Budgeted Contribution                                          |                    |             | 2,774,836 |           |
| Sewer Network Improvements                                     |                    | (1,050,000) |           |           |
| Combined Sewer Separation                                      |                    | (670,600)   |           |           |
| Resource Recovery Facility Design                              |                    | (150,000)   |           |           |
| Odor Control for Dewatering Facility                           |                    | (400,000)   |           |           |
| Supply and Installation of Lifting Beams                       |                    | (75,000)    |           |           |
| Waste Gas Compressor Lubrication System Replacement            |                    | (60,000)    |           |           |
| Construction of Property Fence for Main Plant and Pump Station |                    | (250,000)   |           |           |
| Aberdeen Avenue from Marlborough St. to Gloucester St.         |                    | (350,000)   |           |           |
| Interest Earned                                                |                    |             | 20,450    | 3,963,790 |
| <b>Building Surplus Reserve (permits)</b>                      | 1,277,671          |             |           |           |
| Interest Earned                                                |                    |             | 7,437     | 1,285,108 |
| <b>CAHC Operating Reserve</b>                                  | 5,323,060          |             |           |           |
| Interest Earned - Loan to Land Reserve                         |                    |             | 5,250     |           |
| Interest Earned                                                |                    |             | 10,000    |           |
| Interest Paid on CAHC 1st Mortgage                             |                    |             |           |           |
| Appliances and Laundry Equipment                               |                    | (215,000)   |           |           |
| Signage and Moving Cost                                        |                    | (125,000)   |           |           |
| Digitization of Files                                          |                    | (50,000)    |           |           |
| Merger Expenses                                                |                    | (120,000)   |           |           |
| Interest Earned                                                |                    |             | 10,030    | 4,838,340 |
| <b>Brownfields Reserve</b>                                     | 659,255            |             |           |           |
| Emergency Small Business Loan Forgiveness Repmnt               |                    |             | 53,750    |           |
| Repayment of Small Business Loans - COVID-19                   |                    |             | 384,800   |           |
| Brownfields Programs                                           |                    | (13,300)    |           |           |
| Interest Earned                                                |                    |             | 11,269    | 1,095,774 |
| <b>Landfill Closure and Post Closure Reserve</b>               | 100,000            |             |           |           |
| Post Closure Costs                                             |                    |             | 200,000   |           |
| Interest Earned                                                |                    |             | 2,850     | 302,850   |
| <b>Waterfront Development</b>                                  | 240,000            |             |           | 240,000   |
| <b>WSIB-Estimated Future Benefit Costs Reserve</b>             | 2,603,037          |             |           |           |
| WSIB Contribution                                              |                    |             | 200,000   |           |
| Interest Earned                                                |                    |             | 19,021    | 2,822,058 |
| <b>Downtown Investment Reserve</b>                             | 3,500,000          |             |           |           |
| Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve        |                    |             | 13,580    |           |
| Interest Earned - CAHC 1st Mortgage Trf to HOTC Reserve        |                    |             | 5,544     |           |
| Record CAHC Interest transferred to HoTC                       |                    | (19,124)    |           |           |
| Record Scotia Interest Earned                                  |                    |             | 17,000    |           |
| Transfer Scotia Interest Earned to HOTC Reserve                |                    | (17,000)    |           |           |
| Record Investment interest transferred to HoTC                 |                    |             |           | 3,500,000 |
| <b>ODRP / Heart of City Reserve</b>                            | 21,743             |             |           |           |
| Capital Outlay                                                 |                    |             | 32,250    |           |
| Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve        |                    |             | 13,580    |           |
| Interest Earned - CAHC 1st Mortgage Trf to HOTC Reserve        |                    |             | 5,544     |           |
| Tax Incentive Grant - Non-refundable                           |                    |             | 182,400   |           |
| Investment Income from Scotia Bank                             |                    |             | 17,000    |           |
| Loan Forgiveness                                               |                    | (32,850)    |           |           |
| HOTC Programs                                                  |                    | (50,000)    |           | 189,667   |



**2022 DETAIL OF RESERVES**  
**Estimated December 31, 2022**

|                                                           | Opening<br>Balance | Withdrawals        | Additions        | Balance           |
|-----------------------------------------------------------|--------------------|--------------------|------------------|-------------------|
| <b>Social Housing - Regeneration Reserve</b>              | 1,260,867          |                    |                  |                   |
| Budgeted Contribution                                     |                    |                    | 200,000          |                   |
| Interest Earned                                           |                    |                    | 10,728           | 1,471,595         |
| <b>Social Housing Capital &amp; Equipment Reserve</b>     | 824,103            |                    |                  |                   |
| Budgeted Capital Contribution AHP                         |                    |                    | 25,096           | 849,199           |
| <b>Parking Reserve</b>                                    | 109,854            |                    |                  |                   |
| Interest Earned                                           |                    |                    | 1,000            | 110,854           |
| <b>Progress (Policy - 80% of Interest Earned)</b>         | 25,802,947         |                    |                  |                   |
| Benson Centre Debt Payments                               |                    | (291,600)          |                  |                   |
| Interest Earned                                           |                    |                    | 364,500          | 25,875,847        |
| <b>TOTAL Restricted Reserves (Municipal Funding)</b>      | <b>50,673,764</b>  | <b>(8,239,474)</b> | <b>8,061,622</b> | <b>50,495,912</b> |
| <b>RESTRICTED RESERVES (Funded Externally)</b>            |                    |                    |                  |                   |
| <b>Provincial Gas Tax Reserve (Transit)</b>               | 67,617             |                    |                  |                   |
| Gas Tax Funding                                           |                    |                    | 682,000          |                   |
| Transit Operating Expenses                                |                    | (247,030)          |                  |                   |
| 2014 Handi Transit Buses (LTD 2016-2023)                  |                    | (49,679)           |                  |                   |
| 2015/2016 Conventional Buses (LTD 2016-2031)              |                    | (78,589)           |                  |                   |
| 2017 Conventional Buses (LTD 2018-2026)                   |                    | (108,227)          |                  |                   |
| 2018 Conventional Buses (LTD 2020-2024)                   |                    | (120,392)          |                  |                   |
| 2021 Conventional Buses                                   |                    | (80,000)           |                  |                   |
| Interest Earned                                           |                    |                    | 0                | 65,700            |
| <b>Federal Gas Tax Reserve (Infrastructure)</b>           | 2,922,671          |                    |                  |                   |
| Gas Tax Allocation                                        |                    |                    | 2,955,054        |                   |
| Lemay Street Upgrades Phase 4                             |                    | (2,870,000)        |                  |                   |
| Traffic Signal Upgrades                                   |                    | (350,000)          |                  |                   |
| Bicycle Path Repairs                                      |                    | (50,000)           |                  |                   |
| Active Transportation - Bicycle                           |                    | (300,000)          |                  |                   |
| Centertown Intersections                                  |                    | (30,000)           |                  |                   |
| Fuel Tanks LTD                                            |                    | (97,305)           |                  |                   |
| Culvert LTD                                               |                    | (106,483)          |                  |                   |
| Complex LED LTD                                           |                    | (101,751)          |                  |                   |
| Waterfront Plan                                           |                    | (140,000)          |                  |                   |
| Marina 200 Docks                                          |                    | (50,000)           |                  |                   |
| Complex Snow Melt Area                                    |                    | (85,000)           |                  |                   |
| Active Transportation - Sidewalks                         |                    | (340,000)          |                  |                   |
| Culvert Replacement - Fly Creek                           |                    | (450,000)          |                  |                   |
| Tennis and Pickle Ball Courts LED Lighting                |                    | (300,000)          |                  |                   |
| Optimist Park LED Lighting for Baseball and Soccer Fields |                    | (220,000)          |                  |                   |
| Interest Earned                                           |                    |                    | 16,193           | 403,379           |
| <b>Development Charges Reserve</b>                        | (1,898,236)        |                    |                  |                   |
| Developments Charges                                      |                    |                    | 1,100,000        |                   |
| Development Charge Update                                 |                    | (60,000)           |                  |                   |
| Combined Sewer Separation                                 |                    | (29,400)           |                  |                   |
| Interest Earned                                           |                    |                    | 0                | (887,636)         |
| <b>Social Housing Providers Reserve</b>                   | 2,452,923          |                    |                  |                   |
| Interest Earned                                           |                    |                    | 4,200            | 2,457,123         |
| <b>Social Housing Capital Reserve</b>                     | 1,239,308          |                    |                  |                   |
| Interest Earned                                           |                    |                    | 3,200            |                   |
| Interest Earned - Loan to Land Reserve                    |                    |                    | 5,250            | 1,247,758         |
| <b>Employment Assistance Retained Surplus Reserve</b>     | 641,357            |                    |                  |                   |
| Modernization, Name Change                                |                    | (55,345)           |                  |                   |
| Digital Signage                                           |                    | (40,000)           |                  | 546,012           |
| <b>Child Care ELCD Reserve</b>                            | 95,394             |                    |                  | 95,394            |
| <b>Consolidated Homelessness CHPI Reserve</b>             | 39,927             |                    |                  | 39,927            |
| <b>Parkland Reserve</b>                                   | 94,052             |                    |                  |                   |
| Interest Earned                                           |                    |                    | 1,000            |                   |
| Playground Structure Replacement                          |                    | (30,000)           |                  | 65,052            |
| <b>Winter Games/Legacy Trust</b>                          | 56,631             |                    |                  |                   |
| Plaques                                                   |                    | (200)              |                  |                   |
| Legacy Awards                                             |                    | (2,000)            |                  |                   |
| Interest Earned                                           |                    |                    | 400              | 54,831            |
| <b>Arts and Culture Trust</b>                             | 828,047            |                    |                  |                   |
| Donations Received                                        |                    |                    |                  | 828,047           |
| Interest Earned                                           |                    |                    |                  |                   |
| <b>TOTAL Restricted Reserves (Funded Externally)</b>      | <b>6,539,691</b>   | <b>(6,391,401)</b> | <b>4,767,297</b> | <b>4,915,587</b>  |

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# 2022

## BUDGET SUBMISSION

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APPENDIX C: LONG-TERM DEBT

## Debt Schedule

Council has authorized debt for a variety of capital projects over the years including roads and road rehabilitation, water and wastewater projects, bridge rehabilitation, transit including bus and equipment purchases, facility construction and land acquisition. Although debt for a capital project is authorized at the time of project approval, the debt is not usually issued until either project completion or substantial work and spending has occurred on a project. The City normally finances the construction period costs from its own cashflows thus avoiding the additional interest costs of construction period financing. Large projects where the construction period may extend over several years may require debt to be issued in two or more parts prior to completion or the City may use short-term borrowing to provide sufficient cash to meet the project requirements.

The following table provides a summary of issued, unissued, and planned net debt supported through taxation, water and wastewater billings, and other supported net debt.

|                                                  | 2021      | Projected |       |        |        |        |        |        |        |        |        |
|--------------------------------------------------|-----------|-----------|-------|--------|--------|--------|--------|--------|--------|--------|--------|
|                                                  | Not Final | 2022      | 2023  | 2024   | 2025   | 2026   | 2027   | 2028   | 2029   | 2030   | 2031   |
| <b>Issued Net Debt (\$50.45M)</b>                |           |           |       |        |        |        |        |        |        |        |        |
| Funded by Taxation                               | 25.94     | 22.07     | 18.57 | 15.56  | 13.07  | 11.14  | 9.44   | 8.24   | 7.01   | 5.75   | 4.45   |
| Funded by Water Billings                         | -         | -         | -     | -      | -      | -      | -      | -      | -      | -      | -      |
| Funded by Wastewater Billings                    | 15.87     | 14.35     | 12.89 | 11.40  | 9.98   | 8.79   | 7.83   | 6.98   | 6.10   | 5.20   | 4.33   |
| Funded by Non-taxation Sources                   | 8.64      | 6.96      | 5.54  | 4.41   | 3.56   | 2.72   | 1.99   | 1.57   | 1.12   | 0.67   | 0.26   |
| <b>Total Issued Net Debt</b>                     | 50.45     | 43.37     | 37.00 | 31.37  | 26.61  | 22.66  | 19.26  | 16.79  | 14.24  | 11.61  | 9.04   |
| <b>Approved but Unissued Net Debt (\$59.01M)</b> |           |           |       |        |        |        |        |        |        |        |        |
| Funded by Taxation                               | -         | 11.38     | 31.50 | 33.00  | 30.44  | 27.90  | 25.36  | 23.11  | 20.79  | 18.64  | 16.62  |
| Funded by Water Billings                         | -         | 1.35      | 3.50  | 3.17   | 2.82   | 2.46   | 2.10   | 1.84   | 1.58   | 1.31   | 1.14   |
| Funded by Wastewater Billings                    | -         | 4.05      | 4.76  | 4.32   | 3.87   | 3.41   | 2.93   | 2.56   | 2.18   | 1.79   | 1.50   |
| Funded by Non-taxation Sources                   | -         | 0.37      | 13.39 | 13.10  | 12.80  | 12.50  | 12.22  | 11.93  | 11.76  | 11.58  | 11.44  |
| <b>Total Approved Unissued Net Debt</b>          | -         | 17.15     | 53.15 | 53.58  | 49.94  | 46.27  | 42.61  | 39.44  | 36.31  | 33.32  | 30.69  |
| <b>Planned New Net Debt (\$95.16M)</b>           |           |           |       |        |        |        |        |        |        |        |        |
| Funded by Taxation                               | -         | -         | 1.75  | 5.52   | 24.90  | 35.28  | 35.36  | 34.61  | 40.05  | 38.89  | 36.27  |
| Funded by Water Billings                         | -         | -         | 4.20  | 13.59  | 21.53  | 26.96  | 32.11  | 31.98  | 31.75  | 30.03  | 28.26  |
| Funded by Wastewater Billings                    | -         | -         | -     | 1.05   | 0.96   | 2.20   | 3.37   | 4.47   | 5.51   | 5.10   | 4.68   |
| Funded by Non-taxation Sources                   | -         | -         | -     | -      | -      | -      | -      | -      | -      | -      | -      |
| <b>Planned New Debt</b>                          | -         | -         | 5.95  | 20.16  | 47.38  | 64.44  | 70.84  | 71.07  | 77.31  | 74.02  | 69.21  |
| <b>Total Net Debt</b>                            |           |           |       |        |        |        |        |        |        |        |        |
| Funded by Taxation                               | 25.94     | 33.44     | 51.82 | 54.07  | 68.41  | 74.33  | 70.16  | 65.97  | 67.86  | 63.28  | 57.33  |
| Funded by Water Billings                         | -         | 1.35      | 7.70  | 16.76  | 24.35  | 29.43  | 34.21  | 33.82  | 33.33  | 31.34  | 29.40  |
| Funded by Wastewater Billings                    | 15.87     | 18.40     | 17.65 | 16.77  | 14.81  | 14.40  | 14.13  | 14.01  | 13.79  | 12.09  | 10.51  |
| Funded by Non-taxation Sources                   | 8.64      | 7.32      | 18.93 | 17.51  | 16.36  | 15.22  | 14.21  | 13.49  | 12.88  | 12.25  | 11.70  |
| <b>Total Net Debt</b>                            | 50.45     | 60.52     | 96.11 | 105.11 | 123.93 | 133.37 | 132.71 | 127.30 | 127.86 | 118.95 | 108.93 |

\* numbers are in the millions

Non-taxation sources of revenue would include Federal Gas Tax funding, Provincial Gas Tax funding, Ministry of Health, Reserves, United Counties of SDG, etc.

Some of the City's larger projects, including the MW Yard, Fire Station, and Art Centre, as well as the reconstruction of Marleau Avenue, Brookdale Avenue and Pitt Street, will require senior levels of government funding or financing to proceed. It is hoped that the City will receive grant funding to support these projects, but until funding is approved, we have included funding from debt financing in the long-term financial plan.

## 2021 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

|                         |                   |                      |
|-------------------------|-------------------|----------------------|
| <b>MMAH CODE:</b>       | <b>71101</b>      |                      |
| <b>MUNID:</b>           | <b>01012</b>      |                      |
| <b>MUNICIPALITY:</b>    | <b>Cornwall C</b> |                      |
| <b>UPPER TIER:</b>      |                   |                      |
| <b>REPAYMENT LIMIT:</b> |                   | <b>\$ 24,873,762</b> |

The repayment limit has been calculated based on data contained in the 2019 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2019 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2021

### FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

| 5% Interest Rate |                    |    |             |
|------------------|--------------------|----|-------------|
| (a)              | 20 years @ 5% p.a. | \$ | 309,982,059 |
| (a)              | 15 years @ 5% p.a. | \$ | 258,181,148 |
| (a)              | 10 years @ 5% p.a. | \$ | 192,068,600 |
| (a)              | 5 years @ 5% p.a.  | \$ | 107,690,374 |
| 7% Interest Rate |                    |    |             |
| (a)              | 20 years @ 7% p.a. | \$ | 263,512,993 |
| (a)              | 15 years @ 7% p.a. | \$ | 226,548,089 |
| (a)              | 10 years @ 7% p.a. | \$ | 174,702,898 |
| (a)              | 5 years @ 7% p.a.  | \$ | 101,987,337 |



# DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

**Cornwall C**

MMAH CODE:

**71101**

## Debt Charges for the Current Year

|      |                                                                                                                                      | 1<br>\$          |
|------|--------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 0210 | Principal (SLC 74 3099 01) . . . . .                                                                                                 | 4,906,816        |
| 0220 | Interest (SLC 74 3099 02) . . . . .                                                                                                  | 1,317,740        |
| 0299 | <b>Subtotal</b>                                                                                                                      | <b>6,224,556</b> |
| 0610 | Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01) . . . . . | 0                |
| 9910 | <b>Total Debt Charges</b>                                                                                                            | <b>6,224,556</b> |

## Amounts Recovered from Unconsolidated Entities

|      |                                                                                                      | 1<br>\$          |
|------|------------------------------------------------------------------------------------------------------|------------------|
| 1010 | Electricity - Principal (SLC 74 3030 01) . . . . .                                                   | 0                |
| 1020 | Electricity - Interest (SLC 74 3030 02) . . . . .                                                    | 0                |
| 1030 | Gas - Principal (SLC 74 3040 01) . . . . .                                                           | 0                |
| 1040 | Gas - Interest (SLC 74 3040 02) . . . . .                                                            | 0                |
| 1050 | Telephone - Principal (SLC 74 3050 01) . . . . .                                                     | 0                |
| 1060 | Telephone - Interest (SLC 74 3050 02) . . . . .                                                      | 0                |
| 1099 | <b>Subtotal</b>                                                                                      | <b>0</b>         |
| 1410 | Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02) . . . . .      | 0                |
| 1411 | Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02) . . . . . | 0                |
| 1412 | Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02) . . . . .          | 0                |
| 1420 | <b>Total Debt Charges to be Excluded</b>                                                             | <b>0</b>         |
| 9920 | <b>Net Debt Charges</b>                                                                              | <b>6,224,556</b> |

|                                 |                                                                                                                                                                                  | 1<br>\$            |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 1610                            | Total Revenue (SLC 10 9910 01) . . . . .                                                                                                                                         | 199,744,537        |
| <b>Excluded Revenue Amounts</b> |                                                                                                                                                                                  |                    |
| 2010                            | Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04) . . . . .                                                                                                         | 0                  |
| 2210                            | Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01) . . . . .                                                        | 64,532,276         |
| 2220                            | Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01) . . . . .                                                                          | 17,615             |
| 2225                            | Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01) . . . . .                                                                                                           | 671,425            |
| 2226                            | Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01) . . . . .                                                                                                               | 2,281,408          |
| 2230                            | Revenue from other municipalities including revenue for Tangible Capital Assets ( SLC 10 1098 01 + SLC 10 1099 01) . . . . .                                                     | 8,464,212          |
| 2240                            | Gain/Loss on sale of land & capital assets (SLC 10 1811 01) . . . . .                                                                                                            | 85,950             |
| 2250                            | Deferred revenue earned (Development Charges) (SLC 10 1812 01) . . . . .                                                                                                         | 466,854            |
| 2251                            | Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01) . . . . .                                                                                          | 0                  |
| 2252                            | Donated Tangible Capital Assets (SLC 53 0610 01) . . . . .                                                                                                                       | 2,237,647          |
| 2253                            | Other Deferred revenue earned (SLC 10 1814 01) . . . . .                                                                                                                         | 0                  |
| 2254                            | Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01) . . . . .                                                                                          | 0                  |
| 2255                            | Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01) . . . . . | 0                  |
| 2299                            | <b>Subtotal</b>                                                                                                                                                                  | <b>78,757,387</b>  |
| 2410                            | Fees and Revenue for Joint Local Boards for Homes for the Aged . . . . .                                                                                                         | -3,406,124         |
| 2610                            | <b>Net Revenues</b>                                                                                                                                                              | <b>124,393,274</b> |
| 2620                            | <b>25% of Net Revenues</b>                                                                                                                                                       | <b>31,098,318</b>  |
| 9930                            | <b>ESTIMATED ANNUAL REPAYMENT LIMIT</b><br>(25% of Net Revenues less Net Debt Charges)                                                                                           | <b>24,873,762</b>  |

\* SLC denotes Schedule, Line Column.

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# 2022

## BUDGET SUBMISSION

APPENDIX D: STAFFING COMPLEMENT

## 2021 - 2022 Employee Comparison

| Summary                                          | 2021      | 2022      | Transfer | New      | Total Chg | Commentary                                                                                                     |
|--------------------------------------------------|-----------|-----------|----------|----------|-----------|----------------------------------------------------------------------------------------------------------------|
| Mayor                                            | 1.0       | 1.0       | 0.0      | 0.0      | 0.0       |                                                                                                                |
| Council                                          | 10.0      | 10.0      | 0.0      | 0.0      | 0.0       |                                                                                                                |
| Full Time                                        | 580.5     | 604.8     | 0.0      | 24.3     | 24.3      |                                                                                                                |
| Part-time Hours                                  | 239,550.0 | 251,541.0 | 0.0      | 11,991.0 | 11,991.0  |                                                                                                                |
| Contract Position                                | 4.0       | 5.0       | 0.0      | 1.0      | 1.0       |                                                                                                                |
| School Crossing Guards                           | 20.0      | 20.0      | 0.0      | 0.0      | 0.0       |                                                                                                                |
| Students                                         | 5.0       | 7.0       | 0.0      | 2.0      | 2.0       |                                                                                                                |
| Election Temporary Hours                         | 0.0       | 283.0     | 0.0      | 283.0    | 283.0     |                                                                                                                |
| Council                                          |           |           |          |          |           |                                                                                                                |
| Mayor                                            | 1.0       | 1.0       |          |          | 0.0       | No change                                                                                                      |
| Council                                          | 10.0      | 10.0      |          |          | 0.0       |                                                                                                                |
| Full Time                                        | 1.5       | 1.5       |          |          | 0.0       |                                                                                                                |
| CAO                                              |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 2.5       | 2.5       |          |          | 0.0       | No change                                                                                                      |
| Corporate Services                               |           |           |          |          |           |                                                                                                                |
| Clerk's Department                               |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 4.0       | 4.0       |          |          | 0.0       | Temporary Election Hours                                                                                       |
| Election Temporary (Hours)                       | 0.0       | 283.0     |          | 283.0    | 283.0     |                                                                                                                |
| Human Resources                                  |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 6.0       | 7.0       | 0.0      | 1.0      | 1.0       | 1 tfr from GSDL (ERO)<br>1 tfr to Financial Services (payroll)<br>1 new staff (Disability & Wellness Coor)     |
| Financial Services                               |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 25.0      | 28.0      | 2.0      | 1.0      | 3.0       | 1 tfr from HR (payroll)<br>1 tfr from Housing (payroll/insurance)<br>1 new staff (ITT - Operations Support)    |
| Human Services                                   |           |           |          |          |           |                                                                                                                |
| Social Services, Child Care and Housing Programs |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 72.5      | 66.0      | 0.0      | -6.5     | -6.5      | Closure of RDC<br>Retirements & vacancies not being filled at this time due to changes at the provincial level |
| Part-time Hours                                  | 700.0     | 0.0       |          | -700.0   | -700.0    |                                                                                                                |
| Contract Position                                | 1.0       | 1.0       |          |          | 0.0       |                                                                                                                |
| Housing Services (was CAHC)                      |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 33.0      | 33.0      | -1.0     | 1.0      | 0.0       | 1 tfr to Financial Services<br>1 new maintenance employee                                                      |
| Part-time Hours                                  | 1,040.0   | 1,040.0   |          |          | 0.0       |                                                                                                                |
| Students                                         | 2.0       | 4.0       |          | 2.0      | 2.0       |                                                                                                                |
| Glen-Stor-Dun Lodge                              |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 95.0      | 106.0     | -1.0     | 12.0     | 11.0      | 1 tfr to HR (ERO)                                                                                              |
| Part-time Hours                                  | 102,532.0 | 107,879.0 |          | 5,347.0  | 5,347.0   | Aligns with the province's commitment to provide additional daily direct care                                  |
| Contract Position                                | 1.0       | 1.0       |          |          | 0.0       |                                                                                                                |
| Paramedic Services                               |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 82.0      | 95.0      | -0.6     | 13.6     | 13.0      | 1 tfr to Fire (Emergency Management)                                                                           |
| Part-time Hours                                  | 50,718.0  | 58,062.0  |          | 7,344.0  | 7,344.0   | Address a consistent increase in call volume, call duration, complexity & new CP programing                    |
| Fire and Emergency Management Services           |           |           |          |          |           |                                                                                                                |
| Full Time                                        | 64.0      | 65.0      | 0.6      | 0.4      | 1.0       | 1 tfr from Paramedic Services (Emergency Mgmt./Deputy Chief)                                                   |

## 2021 - 2022 Employee Comparison

| Municipal Works, Transit, Infrastructure Planning and Environmental Services |         |         |          |     |           |                                                                           |
|------------------------------------------------------------------------------|---------|---------|----------|-----|-----------|---------------------------------------------------------------------------|
| Municipal Works Division                                                     | 2021    | 2022    | Transfer | New | Total Chg | Commentary                                                                |
| <u>Municipal Works Administration</u>                                        |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 9.0     | 8.5     | -0.5     |     | -0.5      | 0.5 tfr to Infrastructure Planning                                        |
| Part-time Hours                                                              | 1,550.0 | 1,550.0 |          |     | 0.0       |                                                                           |
| <u>Parks and Landscaping</u>                                                 |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 14.5    | 14.5    | 0.0      |     | 0.0       | 1 tfr from Municipal Facilities                                           |
| Part-time Hours                                                              | 5,362.0 | 5,362.0 |          |     | 0.0       | 1 tfr to Garage                                                           |
| <u>Garage</u>                                                                |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 4.0     | 5.0     | 1.0      |     | 1.0       | 1 tfr from Parks & Landscaping                                            |
| <b>MW Roads Section</b>                                                      |         |         |          |     |           |                                                                           |
| <u>Roads Summer</u>                                                          |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 8.5     | 8.5     |          |     | 0.0       |                                                                           |
| Part-time Hours                                                              | 2,910.0 | 2,910.0 |          |     | 0.0       |                                                                           |
| <u>Roads Winter</u>                                                          |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 6.0     | 6.0     |          |     | 0.0       | No change                                                                 |
| Part-time Hours                                                              | 3,170.0 | 3,170.0 |          |     | 0.0       |                                                                           |
| <u>Traffic Flow</u>                                                          |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 3.0     | 3.0     |          |     | 0.0       |                                                                           |
| School Crossing Guards                                                       | 20.0    | 20.0    |          |     | 0.0       |                                                                           |
| <b>Transit Division</b>                                                      |         |         |          |     |           |                                                                           |
| <u>Transit Operations</u>                                                    |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 35.0    | 35.0    |          |     | 0.0       |                                                                           |
| Part-time Hours                                                              | 4,245.0 | 4,245.0 |          |     | 0.0       | No change                                                                 |
| <u>Transit Maintenance</u>                                                   |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 13.5    | 13.5    |          |     | 0.0       |                                                                           |
| Part-time Hours                                                              | 920.0   | 920.0   |          |     | 0.0       |                                                                           |
| <b>Infrastructure Planning Division</b>                                      |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 14.5    | 15.0    | 0.5      |     | 0.5       | 0.5 tfr from MW Admin                                                     |
| Students                                                                     | 3.0     | 3.0     |          |     | 0.0       |                                                                           |
| <b>Environmental Services Waste Management</b>                               |         |         |          |     |           |                                                                           |
| Full Time                                                                    | 6.0     | 6.3     |          | 0.3 | 0.3       | 1 new staff (Sustainable Project Coord) 1/3 to Waste, Water, & Wastewater |

## 2021 - 2022 Employee Comparison

| Department of Planning, Development & Recreation            |          |          |          |     |           |                                           |
|-------------------------------------------------------------|----------|----------|----------|-----|-----------|-------------------------------------------|
| Economic Development                                        | 2021     | 2022     | Transfer | New | Total Chg | Commentary                                |
| Full Time                                                   | 6.4      | 6.4      |          |     | 0.0       |                                           |
| Contract Position Business Centre (ongoing)                 | 1.0      | 1.0      |          |     | 0.0       | No change                                 |
| Contract Position Business Centre (Part time Admin Support) | 1.0      | 1.0      |          |     | 0.0       |                                           |
| <b>Planning Department</b>                                  |          |          |          |     |           |                                           |
| Full Time                                                   | 5.0      | 5.0      |          |     | 0.0       | No change                                 |
| <b>Building Services</b>                                    |          |          |          |     |           |                                           |
| Full Time                                                   | 9.0      | 9.0      |          |     | 0.0       | No change                                 |
| Part-time Hours                                             | 160.0    | 160.0    |          |     | 0.0       |                                           |
| <b>By-Law Services</b>                                      |          |          |          |     |           |                                           |
| Full Time                                                   | 5.0      | 5.3      |          | 0.3 | 0.3       | 0.5 new staff (AMPS, shared with Parking) |
| Part-time Hours                                             | 160.0    | 160.0    |          |     | 0.0       |                                           |
| Contract Position                                           | 0.0      | 0.7      |          | 0.7 | 0.7       | 1 new staff (shared with Parking)         |
| <b>Parking Program</b>                                      |          |          |          |     |           |                                           |
| Full Time                                                   | 3.0      | 3.2      |          | 0.2 | 0.2       | 0.5 new staff (AMPS, shared with By-Law)  |
| Contract Position                                           | 0.0      | 0.3      |          | 0.3 | 0.3       | 1 new staff (shared with Parking)         |
| <b>Recreation Services</b>                                  |          |          |          |     |           |                                           |
| Full Time                                                   | 14.6     | 14.6     | -1.0     | 1.0 | 0.0       | 1 tfr to Recreation Facilities            |
| Part-time Hours                                             | 44,682.0 | 44,682.0 |          |     | 0.0       | 1 new staff (Arts Coordinator)            |
| <b>City Facilities</b>                                      |          |          |          |     |           |                                           |
| <u>Recreation Facilities</u>                                |          |          |          |     |           |                                           |
| Full Time                                                   | 26.5     | 27.5     | 1.0      |     | 1.0       | 1 tfr from Recreation Services            |
| Part-time Hours                                             | 16,911.0 | 16,911.0 |          |     | 0.0       |                                           |
| <u>Municipal Facilities</u>                                 |          |          |          |     |           |                                           |
| Full Time                                                   | 11.5     | 10.5     | -1.0     |     | -1.0      | 1 tfr to Parks & Landscaping              |
| Part-time Hours                                             | 4,490.0  | 4,490.0  |          |     | 0.0       |                                           |

Note: This comparison excludes Cornwall Police Services



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# 2022

## BUDGET SUBMISSION

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APPENDIX E: PRESENTATION