2026 BUDGET SUBMISSION

DRAFT OPERATING AND CAPITAL BUDGETS

Cornwall

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City of Cornwall – 2026 Operating and Capital Budget

The City's annual budget remains a cornerstone for managing municipal operations and planning for the future. It is a strategic document shaped by Council priorities, sound financial management, and legislative obligations. The budget balances the delivery of essential services and infrastructure with the responsibility of maintaining long-term financial sustainability.

As required by provincial legislation, municipalities must adopt a balanced budget, revenues must equal expenditures. Unlike federal or provincial governments, municipalities cannot run deficits. Each year, City Council approves a balanced budget for the calendar year (January 1 – December 31) before final property tax bills are issued.

Through the annual budget, Council reflects community priorities for services and infrastructure while meeting legislated requirements. These decisions consider service needs, infrastructure investments, and the financial health of the City, with residents and businesses at the center, supported by property taxes that fund these commitments.

As a single-tier municipality, the City of Cornwall is responsible for all municipal services under the Municipal Act and other provincial legislation. The City serves approximately 49,200 residents within its boundaries and an additional 67,000 residents of Stormont, Dundas, and Glengarry (SDG) for Human Services, Paramedic Services, and long-term care.

City staff oversee programs and services that keep Cornwall running every day. With almost 700 full-time employees and a dedicated part-time workforce, the City delivers a wide range of services, including:

- Infrastructure maintenance and asset management
- Municipal works and public transit
- Recreation, cultural programs, and library services
- Protective services (Police, Fire, By-law)
- Paramedic and emergency management services
- Children services
- Housing services
- Long-term care at Glen-Stor-Dun Lodge
- Community planning and economic development
- Environmental stewardship and regulatory compliance

Like many municipalities, Cornwall faces ongoing financial pressures. Even though inflation has stabilized, its impacts continue to affect costs and project timelines. The cost of goods and services remains elevated. The length of time required to obtain certain items and the rising cost of supplies for capital works add complexity to capital planning. Recruitment and retention of skilled staff remain a challenge. Revenue fluctuations and debt management require careful oversight to maintain financial stability.

The 2026 budget focuses on strategic planning and prioritization to ensure essential services are maintained while investing in long-term projects. Through efficient resource management and forward-looking strategies, the City aims to strengthen financial resilience and deliver services that reflect the needs and values of our community.

Council's Strategic Priorities

On January 22, 2024, Council adopted a Strategic Plan for its term of Council. By focusing on creating a welcoming and healthy community, the plan aims to ensure that Cornwall is recognized for its strong municipal government, effective services, and robust infrastructure. This strategic direction is expected to foster a more engaged, unified, and energized community, ultimately improving the quality of life for all residents.

Council's strategic pillars for 2023-2026 are as follows:

- Pillar 1: Housing for All
- Pillar 2: Community Connections
- Pillar 3: Achieve Net Zero by 2050
- Pillar 4: Cornwall - Future Ready

These pillars set out priorities that will enhance the quality of life for all residents, making Cornwall a more inclusive, sustainable, and forward-thinking community.

Throughout the 2026 budget document, each department has noted how the priorities outlined in the Strategic Plan are being advanced.

2026 Budget Process Overview
Strong Mayor Framework

Under Sections 289, 290, and 291 of the *Municipal Act*, municipalities must prepare and adopt an annual budget. On May 1, 2025, the Province of Ontario extended strong mayor powers to a number of municipalities, including the City of Cornwall.

The strong mayor legislation provides the Mayor with additional powers to help accelerate the implementation of key priorities shared by both local and provincial governments. These priorities include building more homes, improving transit, expanding roads, and developing essential infrastructure.

The Strong Mayor Budget Process is established under the *Strong Mayors, Building Homes Act, 2022*, amendments to the *Municipal Act, 2001* (Part VI.1), and related regulations (O. Reg. 530/22 and 580/22).

This legislated approach changes the traditional process by granting the Mayor authority to prepare and propose the annual budget, subject to Council's ability to amend or reject items within defined parameters.

Key Features of the Strong Mayor Budget Process:

- Mayor's Role: The Mayor is responsible for preparing and presenting the proposed budget to Council. This includes setting priorities aligned with provincial objectives and local needs. Budget authority cannot be delegated by the Mayor. All decisions/ directions must be publicly reported.

- Council's Role: Council may amend the proposed budget by majority vote. The Mayor can veto amendments. Council can override a mayoral veto with a two-thirds majority vote. As a member of Council, the Mayor participates in voting on motions.

- Staff Support: At the Mayor's direction, the Financial Services Department coordinates the technical preparation of the budget. This involves extensive collaboration with all City departments, which provide detailed data, forecasts, and recommendations. Departmental teams review service levels, identify operational needs, and propose capital projects aligned with long-term plans and Council priorities.

The underlying principles of the annual budget preparation includes the following:

- Service Levels: Maintaining existing service levels.
- Long-Term Perspective: Incorporating a long-term outlook in financial planning.
- Efficiencies: Identifying and implementing efficiencies.
- Reasonable Tax Levy: Keeping the tax levy reasonable.
- Appropriate User Fees: Ensuring user fees for services are appropriate.
- Innovation: Encouraging innovative approaches to service delivery and resource management.
- Aligning the budget with corporate and departmental plans: The development of the City's budget is based on several supporting plans/documents: Asset Management

Plans, Long-Term Financial Plan, Development Charges Background Study, and several departmental master plans.

- Grant Readiness: Having planned capital projects ready for grant opportunities.
- Transparency and Accountability: Ensuring an open and transparent budgeting process.
- Sustainability: Focusing on sustainable financial practices.
- Risk Management: Identifying and mitigating financial risks.
- Equity and Inclusion: Considering the diverse needs of all community members.
- Performance Measurement: Evaluating the effectiveness and efficiency of services.
- Community Engagement: Involving residents in the budgeting process.

These principles help ensure that the budget is comprehensive, effective, and aligned with the community's needs and values.

Throughout the year, financial activities and budgets are closely monitored. Each quarter, staff present Council with updates on the City's financial activities, including projections for the year-end financial position and comparisons with the annual budget.

Mayor's Direction

On October 29, 2025, Mayor Towndale issued formal direction under *the Municipal Act, 2001* (Sections 284.3 and 284.16) to begin preparation of the City of Cornwall's 2026 Operating and Capital Budget and Forecast. The direction was posted to the City's website and reads as follows:

Subject: Direction to the Treasurer of the City of Cornwall respecting a Draft 2026 Budget

Pursuant to the *Municipal Act, 2001*, s.284.3 and 284.16 - I, Mayor Justin Towndale, hereby direct the Treasurer to:

1. Prepare a draft City of Cornwall 2026 Operating and Capital Budget and Forecast that:

    a. Directed Administration to begin drafting the 2026 budget.

    b. Maintains the current service levels approved by Council for the 2025 budget that reflects increases related to inflation, 2026 costing adjustments, and legislated requirements at no more than a 4% budget increase excluding the Cornwall Police Service's budget.

2. Present information related to preparing the Draft 2026 Budget to Members of Council and the public at public meetings to be held between Tuesday, December 16th and Thursday, December 18th, including presentations from Cornwall municipal departments, community services to help inform future budget deliberations.

3. Provide the Mayor with updates on the 2026 Draft Budget for the purpose of informing the Mayor's final preparation and submission to Council for its consideration of a proposed 2026 budget for the City of Cornwall in accordance with subsection 284.16 (2) of the *Municipal Act, 2001*.

4. That staff prepare a public survey and in-person public engagement session to provide constructive feedback that will help the city during the 2026 budget process.

Administration is presenting a budget with a 3.89% tax levy increase excluding the Cornwall Police Service's budget. Including Police Services, the tax levy increase is 5.32%. If the budget were to be approved with this increase, property taxes for the average home assessed at $176,700 would increase by $163.16 or 5.25% to $3,268.09 ($3,104.93 in 2025).

Three budget review meetings are planned for December 16, 17, and 18 starting at 3pm. A public survey was conducted. The results of the survey are included as Appendix G of this budget book. A public engagement session will be held on December 11, 2025 at the Benson Centre starting at 5pm.

The 2026 budget process demonstrates an alignment with the Mayor's direction by adhering to the legislated Strong Mayor framework, incorporating inflationary and statutory adjustments, and respecting the 4% cap on increases (excluding Police Services). It also fulfills the Mayor's requirements for transparency and engagement through a public outreach and departmental presentations.

Impact of 2025 Budget Decisions on the 2026 Budget

In July 2025, Council received a comprehensive presentation outlining how the fiscal strategies and decisions made during the 2025 budget process would shape the financial landscape for 2026. Several key measures were implemented to balance the 2025 budget, each carrying forward implications for the upcoming fiscal year:

<u>Use of Reserves to Offset Operating and Debt Costs</u>

- In 2025, the City drew $1.65 million from operating reserves and $3.46 million from capital reserves to offset increased salary costs in paramedic services, infrastructure, and debt servicing.

<u>Deferred or Reduced Expenditures and Contributions</u>

- To ease immediate pressures, $1.22 million in operating and capital expenditures were deferred or reduced, including staffing, training, and capital projects. Additionally, $1.37 million in contributions to reserves were postponed, impacting long-term asset management and infrastructure renewal.

<u>Projected Financial Impact</u>

- The cumulative effect of these decisions is a $7.7 million increase carried into the 2026 budget. When combined with preliminary 2026 cost drivers, such as cost of goods, collective agreement adjustments, and service level changes, the total estimated increase is $19.8 million. After accounting for the average annual increase in taxation, the net additional pressure on the 2026 budget is $14.5 million, or 15.4%.

Strategies to Mitigate Budget Pressures

- As part of the presentation, Staff recommended phasing in repayments to reserves, continuing some deferrals, and stabilizing staffing levels to reduce the projected increase to $9.9 million (10.5%). These strategies are designed to minimize impacts on service delivery while maintaining fiscal responsibility. However, long-term planning will require revisiting these deferrals and reductions to ensure the City can meet future infrastructure needs and uphold financial sustainability.

The decisions made in the 2025 budget provided necessary short-term solutions but have created significant pressures for the 2026 budget. It is important to recognize that addressing these budget pressures will require a multi-year approach. The financial impacts resulting from the 2025 budget decisions cannot be resolved within a single budget cycle. The 2026 budget reflects a commitment to fiscal responsibility by continuing several of these measures to achieve a balanced budget within the mandated 4% increase (excluding Police Services).

Key strategies in the 2026 budget include:

- Reducing the staffing complement to align with service delivery needs and available resources.
- Utilizing reserves for debt payments to manage immediate financial obligations while planning for long-term sustainability.
- Implementing a multi-year repayment schedule for funds borrowed from reserves, ensuring compliance with the Reserve and Reserve Fund Policy and supporting the gradual restoration of reserve balances.

These actions, combined with ongoing scenario planning and careful monitoring of expenditures, will help the City navigate current fiscal challenges while laying the groundwork for future sustainable budgets.

Appendix E provides a detailed list of all changes made to the 2026 budget from the initial departmental submissions to the current budget submission. This appendix offers transparency regarding adjustments, reductions, and reallocations, ensuring Council and the public can clearly track how the budget has evolved throughout the review and approval process.

Operating Budget

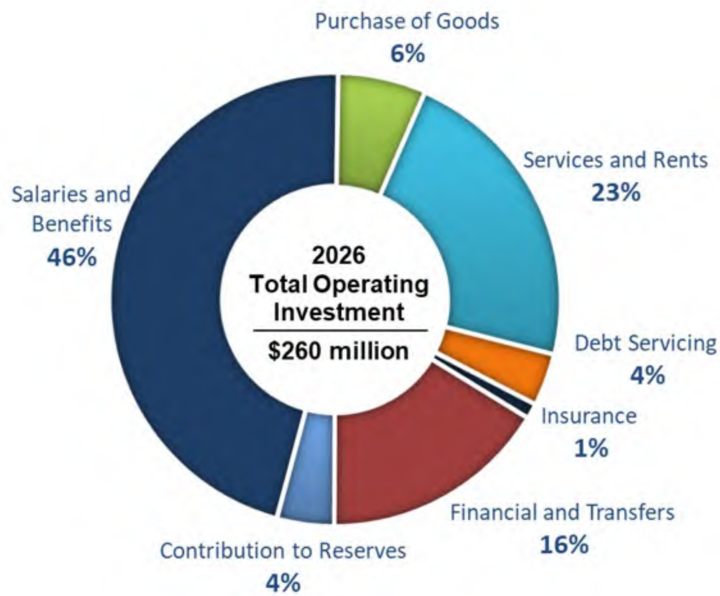
As one of the City's most important documents, the budget serves a key role as a management and planning tool, guiding the City's operations. It incorporates financial information on all approved and legislated municipal initiatives, programs, and services, and defines how resources are collected and allocated.

The annual operating budget includes estimated expenditures and revenues necessary to provide for the day-to-day delivery of municipal programs and services to residents and businesses.

Operating Expenditures

Increases to the operating expenditures are the result of contractual and legislated obligations, and inflationary pressures. The major components of the operating budget are summarized in the following expenditure categories.

- ❑ Salaries and Benefits $119.8M
- ❑ Purchase of Goods $16.4M
- ❑ Services and Rents $58.1M
- ❑ Debt Repayment $9.7M
- ❑ Insurance $2.8M
- ❑ Financial $42.5M
- ❑ Contribution to Reserves $10.6M



Salaries and Benefits

Salaries and Benefits is the largest component of total operating expenditures at approximately 46% of the City's operating budget. The 2026 budget includes $119.8 million for Salaries and Benefits, an increase of $4.1 million or 3.53%.

The following chart is a comparison of staffing changes compared to 2025.

2025 - 2026 Employee Comparison			
	2025	2026	Change
Mayor	1.0	**1.0**	-
Council	10.0	**8.0**	(2.0)
Full Time	706.0	**673.0**	(33.0)
Part-time Hours	282,372	**283,786**	1,414
Contract Positions	-	**-**	-
School Crossing Guards	20.0	**20.0**	-
Students	3.0	**2.5**	(0.5)

*reduction of two Councillors will begin in December 2026 at the start of Council's new term.

As part of the City's ongoing efforts to align resources with service delivery priorities and maintain fiscal responsibility, the 2026 General Taxation Budget reflects workforce adjustments. These changes are designed to optimize operations, enhance flexibility, and ensure that services continue to meet community needs in a sustainable manner.

The most notable adjustment is the reduction of 33 full-time positions (net) across various departments. This net reduction is the result of a review of organizational structures, service delivery, and operational efficiencies. At the same time, the City added full-time positions in critical areas to strengthen services and address emerging operational needs. These additions ensure that departments can maintain service quality where demand is growing or specialized expertise is required. All positions identified for reduction or addition were carefully evaluated to minimize impacts on services while achieving long-term financial sustainability.

The 2026 budget will see a net increase of 1,414 in part-time hours. Part-time employees provide essential flexibility across City services, ensuring continuity. The City's part-time employees support emergency response in Paramedic Services, quality care at Glen Stor Dun Lodge, reliable operations in Transit, and coverage for programming, facility operations, and community events in Recreation and Facilities. This approach helps maintain high service standards while adapting to community needs efficiently.

In addition to these adjustments, the budget includes funding for three student positions, Project Supervisors within the Infrastructure Planning department. Each year, these positions play a key role in supporting capital project delivery and contributing to the City's infrastructure renewal objectives.

Staffing changes are detailed in each department's commentary and will be discussed during departmental presentations. For a year-to-year staffing comparison, please refer to Appendix D: Staffing Complement.

<u>Purchase of Goods</u>

Purchase of Goods represents 6% of total operating expenditures and includes fuel, utilities (electricity, water, natural gas), computer hardware and software, building and road materials, supplies, parts, and equipment.

Purchase of Goods is budgeted at $16.4 million, an increase of $292,246 or 1.82% compared to the 2025 budget.

The increase in Purchase of Goods is for the cost of utilities such as electricity, water, and natural gas at approximately $375,000, There is also an increase of $143,000 for parts, accessories and licences and $76,000 for food at the GSDL. New and replacement equipment and furnishings have decreased by $116,000 throughout the City. The 2026 budget reflects a reduction of $206,000 for fuel. This improvement is driven by a better cost per litre, budgeted at $1.25 compared to $1.35 in 2025, as well as reduced consumption across municipal operations. Additional savings are achieved through the introduction of hybrid vehicles and electric vehicles, which support both cost efficiency and the City's environmental sustainability goals.

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.

<u>Services and Rents</u>

Services and Rents represent 23% of total operating expenditures and includes 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 is budgeted at $58.1 million, an increase of $6.4 million or 12.3% compared to the 2025 budget.

The primary driver of this variance ($6.0 million) is the continued implementation of the Canada-Wide Early Learning and Child Care (CWELCC) program, which includes an increase to offset the further reduction in childcare fees and support for childcare expansion within the CWELCC program. While most of this increase is funded by the Ministry of Education, a new funding formula has increased the mandatory municipal contribution.

Services and Rents adjustments across all departments were completed using a consistent methodology. Departmental staff reviewed historical spending patterns, applied a three-year average, and incorporated inflation factors where appropriate. Contracted services are based on existing agreements. Any variances compared to the 2025 budget are detailed in each department’s commentary to provide transparency and context for changes.

Debt repayment

Expenditures for debt repayments of previously issued debt represent 4% of the operating budget. The City is budgeting $9.7 million for debt payments (principal and interest), an increase of $1,057,195 or 12.18%. 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

For 2026, the City’s insurance premiums are budgeted at $2.8 million, unchanged from the 2025 budget. This amount represents an 8% increase over 2025 actuals to account for anticipated adjustments in coverage costs. Administration is currently in the process of renewing all policies, with final premium figures expected by mid-December.

Financial and Transfers

Financial and Transfers represents 16% of total operating expenditures. Financial and Transfers is budgeted at $42.5 million, an increase of $842,419 or 2.02% when compared to the 2025 budget. The items listed under the Financial component of the operating budget are mostly transfer payments for Human Services and Community Partners, tax write-offs, and the payment the City makes to MPAC for assessment services. This variance also reflects a shift in reporting structure, from corporate costs to cost-sharing, to ensure alignment Financial Statement presentation and with the provincial Financial Information Return (FIR).

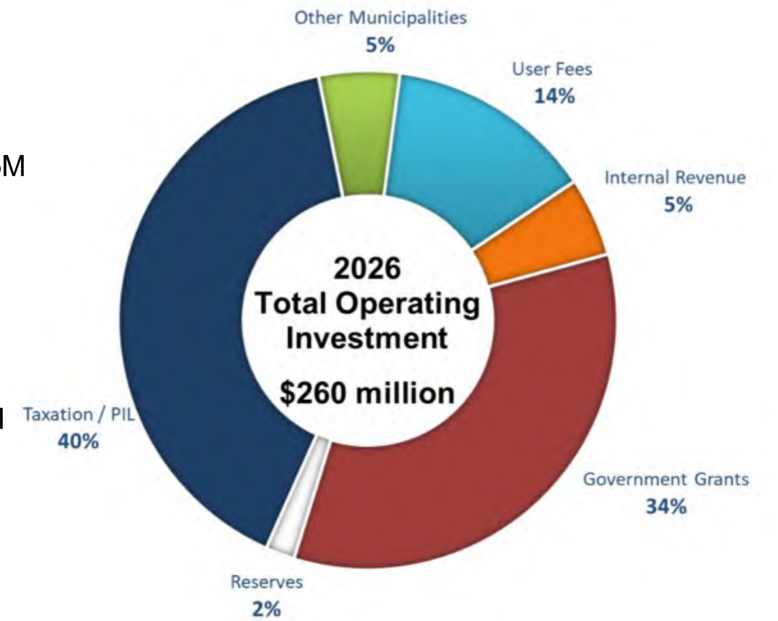
Contribution to Reserves

Contribution to Reserves represents 4% of total operating expenditures. Contribution to Reserves is budgeted at $10.6 million, a decrease of $1,288,663 or 10.83% when compared to the 2025 budget. It is important to note that not all contributions to reserves flow through the operating budget. The City contributes to reserves so that it can fund capital projects from reserves to ensure financial stability and reduce the need for borrowing. Further information regarding contributions to and contributions from reserves is detailed in the Reserves and Reserve Funds section of this Executive Summary and a schedule of reserves can be found in Appendix B.

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 $104.5M
- ❑ Government Grants $88.5M
- ❑ User Fees $35.1M
- ❑ Other Municipalities $13.6M
- ❑ Internal Revenue $13.4M
- ❑ Contribution from Reserves $4.9M



Taxation/Payments in Lieu (PIL)

The budget for Taxation includes property taxes (all classes), payments in lieu of taxes, supplementary taxes, and taxation related to growth. Municipalities in Canada generally rely on property taxes as their major source of revenue. The City's property tax revenue accounts total $104.5 million or 40% of the City's total operating budget.

The following chart provides a breakdown of taxes by property class based on the change in property assessments, including an estimation for growth at $3,131,676.

Property Classes	2025 Taxes	2026 Taxes	$ Change	% of Total 2025	% of Total 2026
Residential	$51,609,552	$54,473,449	$2,863,897	54.67%	53.11%
New Multi-Res 1:1	$423,453	$545,544	$122,091	0.45%	0.53%
Multi-Res	$5,701,514	$5,712,936	$11,422	6.04%	5.57%
Commercial	$32,393,070	$37,333,123	$4,940,053	34.31%	36.40%
Landfill	$17,309	$18,086	$777	0.02%	0.02%
Industrial	$3,867,046	$4,064,599	$197,552	4.10%	3.96%
Pipeline	$347,718	$366,139	$18,422	0.37%	0.36%
Farm	$44,817	$46,829	$2,011	0.05%	0.05%
Total Taxes	**$94,404,479**	**$102,560,704**	**$8,156,225**	**100.00%**	**100.00%**

The following chart compares the 2026 assessment to the 2025 assessment by property class.

Property Classes	2025 Assessment	2026 Assessment *	$ Change	% of Total 2025	% of Total 2026
Residential	$2,913,183,609	$2,942,774,105	$29,590,496	69.58%	68.13%
New Multi-Res 1:1	$23,896,200	$29,463,800	$5,567,600	0.57%	0.68%
Multi-Res	$188,188,400	$188,565,400	$377,000	4.49%	4.37%
Commercial	$951,151,563	$1,047,926,267	$96,774,704	22.72%	24.26%
Landfill	$556,100	$556,100	$0	0.01%	0.01%
Industrial	$86,775,500	$87,184,900	$409,400	2.07%	2.02%
Pipeline	$12,895,000	$12,995,000	$100,000	0.31%	0.30%
Farm	$10,116,500	$10,116,500	$0	0.24%	0.23%
Total Assessment	**$4,186,762,872**	**$4,319,582,072**	**$132,819,200**	**100.00%**	**100.00%**

* the 2026 assesments are preliminary as the City will not receive the 2026 assessment roll from MPAC until mid December

As presented in the chart, the City's assessment base grew by $132.8 million (for the most part in the commercial and residential classes). The City is not seeing a substantial shift between classes.

The Municipal Property Assessment Corporation (MPAC) is responsible for calculating assessment values and classifying properties for more than five million properties in Ontario, which municipalities use to determine property taxes.

The last province-wide reassessment was completed in 2016, with values based on a January 1, 2016 valuation date and phased in for the 2017–2020 taxation years. The reassessment scheduled for 2021 was postponed due to the pandemic, and subsequent delays have extended the freeze, meaning property assessments for the 2026 tax year will continue to rely on the fully phased-in 2016 values.

While MPAC continues to update assessments for changes such as new construction, renovations, or ownership transfers, there is no confirmed date for the next general reassessment. The Ontario government has initiated a review of the property assessment and taxation system, with stakeholder consultations expected to continue into 2026. This prolonged delay has raised concerns about tax fairness, as properties that have appreciated significantly since 2016 pay the same proportion of taxes as those with minimal value changes, creating inequities across neighbourhoods and property classes. Outdated valuations also complicate municipal revenue forecasting and growth planning, while new developments assessed at 2016 values reduce potential revenue and limit flexibility for funding services. In addition, this has led to uncertainty for businesses and homeowners, affecting investment decisions and long-term planning. Until reassessment resumes, these challenges will persist.

<u>Multi-Residential Class</u>

Since 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 2017, taxes have been levied for the Multi-Residential class based on the following ratios. In 2021, the City's ratio for the multi-residential class dropped below 2.0.

Year	Ratio
2019	2.122093
2020	2.050507
2021	1.991706
2022	1.935504
2023	1.868121
2024	1.793314
2025	1.724178

In order to further reduce the ratio, Administration is recommending that the City continue to freeze the municipal portion of the multi-residential tax rate. The City's long-term tax strategy envisions continued small reductions to the Multi-Residential ratio. 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 ratio for the new multi-residential tax class is to be within the range of 1 to 1.1 times the residential tax ratio. Currently, there are five properties in this class. Once complete, the developments on Pitt Street North and at Massey Place will be added to this tax class. The City levies taxes for properties in the new multi-residential tax class at the same rate as the residential tax class.

The Province of Ontario has been moving toward measures that reduce or eliminate property tax burdens for affordable and community housing providers, but not through a blanket exemption for all community housing.

The 2025 Ontario Budget introduced an optional property tax subclass for affordable rental housing beginning in the 2026 tax year. This subclass allows municipalities to reduce property tax rates on qualifying affordable rental units by up to 35%, provided the units meet affordability criteria under the Development Charges Act (rent capped at 30% of income for households at the 60th percentile). To apply the subclass for 2026, municipalities were required to pass a By-law by September 30, 2025; however, municipalities that did not opt in by that date retain the ability to adopt the subclass in future years, ensuring flexibility for later implementation. Most municipalities did not pass a By-law by the September 30, 2025 deadline, meaning they will not implement the subclass for 2026. The decision to delay the implementation is due to concerns about shifting tax burdens to other property classes, administrative complexity, the lack of clarity from MPAC on eligibility verification, and the need for more time to consult and align with local housing priorities.

Eligibility for the affordable rental housing tax subclass is confirmed primarily by the municipality when applying the subclass. Municipal staff review documentation from housing providers, such as agreements under the Housing Services Act or municipal housing facility agreements and ensure that rents meet the affordability criteria set out in the Development Charges Act. The Province publishes annual affordability thresholds in the Affordable Residential Units Bulletin, which municipalities would use for validation. Once eligibility is confirmed, the municipality instructs MPAC to apply the subclass to the property's assessment. Housing providers are responsible for supplying accurate evidence of compliance, including rent schedules and legal agreements.

Administration is currently reviewing the implications of this optional subclass for Cornwall and will bring a report to Council with recommendations. This review will consider financial impacts, equity concerns, administrative requirements, and alignment with local housing strategies before any decision is made regarding adoption for future years

Senior Government Grants

Revenue from the provincial and federal governments funds approximately 34% of the City's operating budget. The 2026 budget includes $88.5 million in grant funding, an increase of $8.3 million when compared to the 2025 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, services such as employment and income support, child care and early years programs, and community housing and homelessness services are planned and managed by municipal Service Managers. It is estimated that the City will receive $55.6 million in provincial funding in 2026, an increase of $7.4 million (15.3%) from $48.2 million in 2025, to support these services and programs. As noted, the City will receive additional funding from the Ministry of Education related to the continued implementation of the CWELCC program. The provincial government has introduced significant changes to funding guidelines and allocations for Housing Services under the Ontario Priorities Housing Initiative (OPHI) and the Canada-Ontario Community Housing Initiative (COCHI), resulting in increased COCHI funding while federal housing contributions and OPHI funding have decreased.

Glen-Stor-Dun Lodge (GSDL) - The GSDL anticipates a slight increase in provincial revenue to $12.6 million in 2026, up $65,362 (0.5%) from $12.5 million in 2025. Provincial funding is allocated through designated envelopes for specific programs and formula-based calculations tied to resident acuity, measured by the Case Mix Index. Budget projections are developed using historical trends within each funding envelope, recognizing that some programs have seen year-over-year increases while others have remained stable.

Paramedic Services – The 2026 budget projects provincial funding from the Ministry of Health and Long-Term Care (MOHLTC) for paramedic base funding at $11.2 million, an increase of $939,241 (9.2%) over the 2025 allocation of $10.2 million. While the City has not yet received its funding notice for 2026, the estimate assumes a 6% increase over last year's base allocation. It is important to note that MOHLTC continues to fund Paramedic Services at less than its mandated 50% share. The Community Paramedicine for Long-Term Care (CPLTC) program is budgeted at $1.7 million. This program supports hospital avoidance and enhance home and community care initiatives. Although the province has made CPLTC permanent and expanded it to more communities, rising demand and operational costs, such as, staffing, vehicles, and technology are outpacing current funding levels. For the first time, the program is not fully funded by the province, leaving a net cost of $149,390 for the City and $256,010 for the County. Overall, provincial funding for Paramedic Services is expected to increase by $965,999, reflecting both base funding adjustments and CPLTC program allocations.

Police Services - For 2026, provincial and federal funding for the Cornwall Police Service is projected to decline by $190,552, decreasing from $1.8 million in 2025 to $1.6 million in 2026. While core grants such as the Community Safety and Policing Grant remain in place, overall external funding is trending downward, particularly for programs supporting local priorities like youth initiatives, crime reduction, and hate crime prevention. These reductions increase reliance on the municipal levy to sustain service levels and cover rising costs for staffing, technology, and compliance. The exception is the Court Security and Prisoner Transportation Program where funding has increased. The Ministry of Community Safety and Correctional Services (MCSCS) provides funding to offset costs incurred for providing security services at provincial courts. The 2026 budget includes $1.2 million from MCSCS for Court Security funding, up $109,673 (10.3%) from $1.1 million in 2025.

The Ontario Municipal Partnership Fund (OMPF) is the province's main general assistance grant to municipalities. Since 2020, the government has maintained the overall structure of the Fund, while allowing for annual data updates and related grant parameter adjustments. The City receives funding from the OMPF through the Assessment Equalization Grant Component. On October 31, 2025, the City received its 2026 allocation notice. In 2026, the City will be receiving $4,859,600, an increase of $157,300 when compared to the 2025 allocation of $4,702,300.

Provincial Offences Act (POA) – The United Counties of SDG is the Service Manager for POA. POA revenue has experienced decreases over the last several years. Municipal POA revenues are declining mainly due to fewer charges being laid, outdated fee structures that don't cover costs, and the shift of minor infractions to an Administrative Monetary Penalty System (AMPS). Additional pressures include unpaid fines, court backlogs, and policy changes limiting enforcement revenue. These factors have led to fiscal challenges, with municipalities reporting that POA will become a net cost instead of a net revenue. For 2026, the City has budgeted a net revenue in the amount of $102,700, a decrease of $207,300 when compared to the 2025 budget of $310,000.

User Fees

Revenue from User Fees funds approximately 14% of the City's operating budget. The 2026 budget includes $35.1 million in fees, service charges, and miscellaneous revenue, a decrease of $4 million when compared to the 2025 budget. The budget for fees, service charges, and miscellaneous revenue includes transit fees, recreation fees, parking fees, landfill tipping fees, recycled materials, housing rental, child care fees, and building permits.

Included in the 2026 budget are the following fee increases. Further information can be found in the commentary section of the department's budget page.

Children Services	Max allowable of $2,200/day as set by the Ministry
Housing Services	Tenant rental revenue is increased by the rent control guidelines set by the Province. Slowly increasing the max rent charged to tenants who have a loss of subsidy. However, these rental rates remain well below market rent.
GSDL	An increase in resident revenue due to increased trends in rate applications.
Building Services	Annual fee increases indexed with inflation and as outlined in By-Law 2022-006.
Parking Fees	Report coming to Council
Transit Services	Fare increase March 1, 2026 $2 increase for the monthly pass and the 10-ride pass, and 25 cent increase to the family day pass
Infrastructure Planning	Annual fee increases indexed with inflation There is an increase in design and construction management fees to be consistent with industry Standards.
Waste Management	Tipping fees increase January 1, 2026 Increase to $170/T for IC&I (from $165/T)

	Increase to $105/T for residential (from $100/T) in accordance with Report 2023-85-IMW
Planning Services	Annual fee increases indexed by 2.5%
Recreation Services	Recreation fees are reviewed annually and take effect on January 1 each year. The budget includes a fee increase ranging from 2% to 5%. While the overall increase is 2%, higher adjustments are applied in cases where alignment is needed between comparable facilities, for example, aligning Civic Complex ice rates with those at the Benson Centre.

Following the approval of the 2026 budget, the Clerk's Office will bring a By-Law to Council to establish the 2026 List of Fees and Charges for the Corporation of the City of Cornwall

Three million dollars of the $4 million decrease in user fees is related to the continued implementation of the CWELCC program, which reduces out-of-pocket childcare costs for families by providing government funding to licensed providers. As fees are capped and move toward the $10-per-day target, municipalities and service managers collect less in user fees, with the shortfall offset by provincial and federal transfers under the program. This category also includes investment revenue. Investment income in 2025 is projected to be lower than originally budgeted due to the timing of capital financing and the impact of declining interest rates. In practice, the City does not borrow until projects are complete, which means we are using cash reserves to fund expenditures during construction rather than holding those funds in interest-bearing investments. As a result, we are earning less interest than anticipated in earlier forecasts. This experience in 2025 has informed the 2026 budget, where investment revenue estimates have been adjusted to reflect this trend. The 2026 budget for investment income is $2,046,860, a decrease of $1,413,340 when compared to the 2025 budget.

<u>Other Municipalities</u>

Revenue from other municipalities funds approximately 5% of the City's operating budget. The 2026 budget includes $13.6 million, a decrease of $136,012 when compared to the 2025 budget.

The City receives funding from the United Counties of SDG for Shared Services: Human Services (Ontario Works, Children's Services, and Community Housing), GSDL, and Paramedic Services. The decrease in revenue from SDG is related to removing a recovery from SDG for a Fire Prevention Officer, as the Counties have decided not to proceed with a shared position at this time.

Capital Budget

One of the City's key responsibilities is to ensure that municipal infrastructure meets the needs of the community. The capital budget outlines the City's plan to purchase, build, maintain, repair, and replace assets essential for delivering services to residents, businesses, and visitors. These assets, such as roads, active transportation, municipal facilities, vehicles and equipment, and community housing, have an impact on the operating budget, as future operating costs must be funded.

The City's infrastructure includes a transportation network of roads, bridges, bike lanes, and sidewalks; recreation centers and playgrounds that serve as community hubs; and critical assets for emergency services, including ambulances, fire trucks, and police vehicles, and essential facilities for Community Housing that support residents' well-being. The capital budget focuses on renewing existing assets to extend their useful life while investing in new projects that align with strategic priorities and growth objectives.

To manage assets responsibly and support future development, the City employs a risk-based, level-of-service approach to capital planning. This method prioritizes projects based on asset condition, health and safety considerations, and service delivery requirements. Departments also seek efficiencies by coordinating similar projects to maximize funding opportunities and minimize public disruption.

The demand for capital investment continues to exceed available funding. In 2025, the City completed a comprehensive Asset Management Plan (AMP) for all municipal assets, including core infrastructure, facilities, housing, fleet, and equipment. This plan, which will be presented to Council on December 8, 2025, provides a detailed assessment of asset condition, estimated repair and replacement costs, and long-term funding strategies. It identifies significant infrastructure shortfalls and backlogs that must be addressed over 10-year and 25-year horizons to maintain service levels. While progress has been made since the 2022 Core AMP and the 2025 AMP, the City like many Ontario municipalities, continues to face ongoing infrastructure deficits and funding gaps.

The AMP serves as a strategic tool for long-term financial planning and budgeting, guiding decisions on capital priorities and investment levels. It also supports compliance with provincial regulations and ensures readiness for grant opportunities. The 2026 capital budget reflects these priorities and includes projects aimed at renewing aging infrastructure, addressing critical needs, and advancing strategic initiatives.

A summary of the City’s 2026 Capital Budget is included in Appendix A. Each departmental section of the budget book, where applicable, provides a listing of 2026 capital projects with their funding sources, detailed project sheet(s), and the department’s 10-year capital plan. Status updates on capital projects will continue to be reported to Council through quarterly financial reports.

Capital Expenditures

The 2026 capital budget includes $17.6 million in capital works and asset replacement. 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), and/or development charges, that it can utilize.

The following chart provides a summary of the 2026 budget submission compared to the 2025 budget by department.

Department	2025 Gross Capital	2026 Gross Capital	FUNDING SOURCE GRANTS	SDG	FINANCING	DCs	CCBF	RESERVES	TAXATION
Non-Departmental									
Financial Services	800.00								
Housing Services	2,647.54	3,569.36	722.22					2,847.14	
Glen Stor Dun Lodge	715.50	566.60	151.80	30.60				329.80	54.40
Paramedic Services	1,254.00	1,247.00						1,247.00	
Fire Services	2,300.00								
Police Services	409.96	620.80						400.00	220.80
Municipal Works	1,759.00	400.00						400.00	
Transit Services	240.04	1,335.00	981.29				346.71		7.00
Infrastructure Planning	12,615.00	7,470.00	5,291.44				2,053.56	125.00	
Waste Management	475.00	300.00						300.00	
Recreation Services	120.00								
City Facilities	4,450.00	1,750.00				97.50	170.00	1,482.50	
Cornwall Public Library	394.00	345.00						345.00	
Taxation Subtotal	**28,180.04**	**17,603.76**	**7,146.76**	**30.60**	**0.00**	**97.50**	**2,570.27**	**7,476.44**	**282.20**

*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 $9.7M
- Reserves $7.5M
- Property Taxes $282K
- Development Charges $97K
- SDG $31K
- Debt Financing $0

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 2026 budget is $9.7 million in funding from the following government programs:

- Ontario Community Infrastructure Fund (OCIF) provides annual formula-based funding to help small, rural, and northern communities renew and rehabilitate critical infrastructure such as roads, bridges, water, wastewater, and stormwater systems. Eligible recipients include Ontario municipalities with populations under 100,000, northern and rural municipalities, and Local Services Boards that own water or wastewater systems. Communities receive predictable yearly allocations, which can be banked for up to five years to support larger projects. Funding amounts are based on the current replacement value of core infrastructure, with a smoothing mechanism to limit year-over-year changes. All projects must align with asset management plans and Ontario's land-use planning framework. The City has received notice of its 2026 allocation of $5.3 million.

- Canada Community Building Fund (CCBF) is a permanent, stable, and indexed source of federal funding that municipalities can use to invest in local infrastructure priorities. Municipalities have significant flexibility to choose how best to direct the funds across 19 eligible project categories, including roads, bridges, water, wastewater, broadband, recreation, and more. The program allows municipalities to pool, bank, and borrow against their allocations, providing financial flexibility for larger or multi-year projects. Renewed agreements (2024–2034) emphasize strategic investments that also support housing supply and affordability where applicable. Funding is predictable, delivered annually, and indexed at 2% per year. The City will receive $3.1 million in 2026. The City plans to use $2.6 million towards 2026 capital projects. In 2026, the City will fund $2.1 million in Infrastructure Planning, $347K in Transit Service, and $170K for City Facilities.

- Canada Mortgage and Housing Corporation (CMHC): Housing providers and Service Managers can access capital funding through programs offered by the CMHC under the National Housing Strategy. The City has included $722K in funding from this program in the 2026 budget to replace gas furnaces with heat pumps at several family units, meeting energy-efficient and GHG reduction criteria per the funding requirements.

- Investing in Canada Infrastructure Program (ICIP) is a federal funding initiative designed to foster long-term economic growth, build sustainable and inclusive communities, and support Canada's transition to a low-carbon economy. The program operates through four main funding streams: Public Transit, which enhances transit systems and accessibility; Green Infrastructure, focused on climate resilience and environmental sustainability; Community, Culture, and Recreation, which invests in cultural and recreational facilities; and Rural and Northern Communities, addressing unique infrastructure needs in remote areas. These streams collectively aim to strengthen local economies, improve quality of life, and advance environmental goals. The City has included $953K in funding from this program in the 2026 budget to support the purchase of 4 specialized buses for Transit Services.

- Canada Public Transit Fund (CPTF) is a new federal funding program that provides long-term, predictable support for public transit systems across Canada. Its goal is to help municipalities maintain and modernize transit infrastructure, improve accessibility, and advance climate and housing objectives. The program allows communities to plan for sustainable growth by offering stable funding over a 10-year period. Cornwall's confirmed allocation under CPTF is $3.54 million from 2026 to 2036. In 2026, Transit Services will utilize $28K to plan and design for a universal washroom for its facility.

- The GSDL is expected to receive $151.8K in capital funding. Capital funding for the GSDL comes from the Comprehensive Minor Capital Funding program. The funding will be used to replace wood handrails with smooth non-porous material. The GSDL also receives funding from the Counties of SDG to recover their share of expenditures for capital projects

The City continues to seek funding from other levels of government for replacements, renovations, and improvements to municipal assets.

Reserves and Reserve Funds

Reserves and reserve funds are a critical component of the City's long-term financial strategy, providing stability and flexibility in funding major capital projects. These reserves are established to set aside resources for infrastructure renewal, facility rehabilitation, and equipment replacement, ensuring that essential investments can proceed without sudden tax increases or excessive reliance on debt. By drawing on reserves, the City reduces borrowing costs, maintains predictable financial planning, and preserves debt capacity for projects where financing is unavoidable. Annual contributions to reserves, guided by the Long-Term Financial Plan (LTFP), ensure sustainability and alignment with future capital needs.

For 2026, approximately $7.5 million from reserves will fund the rehabilitation and renovation of facilities and the replacement and purchase of equipment and vehicles, supporting the City's commitment to responsible asset management.

Direct Tax Support

These funds are needed on an annual basis to deliver the capital infrastructure support for services currently provided to residents and businesses. The amount of funding that comes from the tax base depends on the policies set through long-term financial planning. If a municipality is contributing to reserves for asset rehabilitation or replacement based on lifecycle costing, then the amount required from the tax base is reduced as the municipality has been saving for the asset. Lifecycle costing is a recommendation of the City's LTFP. The City makes contributions through the operating budget to capital reserves for this purpose.

The 2026 budget includes $282K from the tax base to support capital projects. This funding is to support capital projects for Police Services at $221K, $54K for projects at the GSDL, and $7K for the City's share of the universal washroom project at Transit Services.

Development Charges

Development charges are fees levied on residential and non-residential properties to help pay for growth-related capital infrastructure requirements. Development charges help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres, and fire and police facilities. Development charges help to ease the financial burden on existing taxpayers to fund services as a result of growth, which would otherwise be in the form of higher property taxes or user fees. The principle behind development charges is that growth should pay for growth.

The 2026 budget includes $97K from monies collected from development charges. This money will partially fund the cost of the Paramedic Station Expansion design project.

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 lifecycle costing. The City’s goal would be a financial state where debt financing is a last resort funding source for projects where insufficient lifecycle costing funds are available.

The City is not using debt financing as a revenue source for its 2026 capital projects.

Long-Term Financial Plan

Municipalities have a relatively limited number of ways to raise the revenues they need. Long-term financial planning helps generate insights about strategies that might take several years of effort to realize but produces results that minimizes reliance on property taxes.

Council received the updated LTFP at its November 24, 2025 meeting. Developed in partnership with KPMG, the LTFP provides a comprehensive financial roadmap for the City of Cornwall, integrating operating and capital strategies, policy modernization, and robust forecasting to support informed decision-making and long-term fiscal sustainability.

The LTFP is designed to encourage progress towards the City's long-term financial goal of sustainability. Together with the City’s Strategic Plan, AMPs, 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 updated LTFP reflects the City’s commitment to aligning financial planning with Council’s strategic priorities, including infrastructure renewal, affordable housing, climate action, and 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 plan incorporates a dynamic financial model that is updated annually, enabling scenario analysis and responsive adjustments to changing conditions.

The LTFP recommends consolidating and updating core financial policies, adopting a four-year rolling budget aligned with Council terms, and continuing the practice of lifecycle costing to ensure sustainable asset management. Annual contributions to reserves and reserve funds are emphasized as essential for funding future capital investments and providing flexibility to respond to unforeseen events.

Transitioning to multi-year budgeting, beginning with the 2027 budget cycle, will enable Council and Administration to more effectively anticipate future financial pressures, align resources with strategic priorities, and enhance fiscal transparency and accountability. By adopting multi-year budgeting, the City will strengthen its ability to plan proactively, respond to emerging challenges, and maintain long-term financial resilience. Administration will bring a report to Council outlining the proposed framework and implementation plan for this transition in advance of the 2027 budget cycle.

This financial planning model assisted in the preparation of the City's 2026 budget submission. The Financial Services department updates the LTFP model annually following budget approval, with a comprehensive review of the LTFP and model recommended every five years.

Asset Management Planning Regulation

The *Infrastructure for Jobs and Prosperity Act, 2015* in section 6(2) sets out principles for the provincial government to regulate asset management planning for the 444 municipalities in Ontario.

Ontario Regulation 588/17, under the *Infrastructure for Jobs and Prosperity Act*, sets out phased requirements for municipal asset management planning. The regulation aims to ensure municipalities plan for the sustainable management of infrastructure, balancing service delivery, risk, and financial capacity.

Due to the significant operational and financial impacts of the COVID-19 pandemic, the Province of Ontario amended O. Reg 588/17 in March 2021, extending all upcoming compliance deadlines by one year. This extension was in response to advocacy from municipal organizations and allowed municipalities additional time to meet regulatory requirements.

In the summer of 2025, City staff initiated Phase 4 of its asset management planning work under Ontario Regulation 588/17, partnering with GEI Consulting Canada Inc. to advance the development of its comprehensive Asset Management Plan (AMP). This phase focuses on establishing proposed levels of service, lifecycle management strategies, and robust financial planning for all municipal infrastructure assets, in alignment with provincial requirements. Throughout the process, GEI Consulting worked closely with City staff to ensure the AMP reflects best practices, community priorities, and Council's strategic objectives. The completed 2025 Asset Management Plan will be presented to Council at its December 8, 2025 meeting, alongside the updated Asset Management Policy, marking a significant milestone in the City's commitment to sustainable infrastructure management and regulatory compliance.

The following table, from the 2025 AMP, provides a listing of the current replacement value and backlogs for each of the subservice areas related to the taxation budget.

Subservice	Current Replacement Value (2025 $)	Current Backlog (2025 $)	Backlog as % of Replacement Value
Library Services	$30.44M	$0	0%
Museums	$2.32M	$0	0%
Parks	$28.44M	$1.34M	5%
Recreation	$212.10M	$0.44M	0%
Fire Services	$63.21M	$0.33M	1%
Paramedic Services	$34.79M	$0.31M	1%
Police Services	$6.46M	$0.76M	12%
Solid Waste Management Services	$20.79M	$0	0%
Administration	$120.00M	$1.88M	2%
Community Housing	$413.41M[7]	$0.09M	0%
Long-term Care	$64.97M	$1.82M	3%
Transit	$48.27M	$2.11M	4%
Road Network	$798.87M	$98.20M	12%
Active Transportation	$72.96M	$0.21M	0%
Total Taxation	$1,917.03M	$107.49M	5%

As shown in the 2025 AMP, the total current replacement value of assets funded through the taxation budget is approximately $1.92 billion. The current backlog, representing the value of immediate work required to meet the City's level of service targets, stands at $107.5 million, or about 5% of the total asset value. This backlog is distributed across various service areas, including the road network, recreation, emergency services, housing, and facilities.

Despite the presence of a backlog, the average condition of the City’s assets is rated as “Good”. This indicates that the majority of municipal infrastructure is performing well, with proactive lifecycle management strategies in place to address aging components and emerging needs.

The regulation ensures municipalities have robust, evidence-based asset management plans that inform infrastructure investment decisions, support long-term financial sustainability, and align with provincial funding requirements.

In 2030 and every five years thereafter, municipalities will review and update their AMP and Policy to ensure ongoing compliance with the regulation.

Compliance with Ontario Regulation 588/17 is required for senior government capital funding programs like the Canada Community-Building Fund, formerly the Federal Gas Tax Fund.

Asset Management Planning

The City has an established asset management program which consists of asset management practices and integrated processes that work together to manage the assets that provide municipal services. These processes are in place to balance the lifecycle activities that need to be performed on assets to ensure that the City provides a level of service (LOS) that meets public expectation.

Asset management is a process that involves continuous monitoring of the assets' condition, costs, risks, age, performance, and estimated useful lives to systematically identify and prioritize the City's investment needs.

The importance of asset management planning includes:

1. Maximizing Benefits: By strategically planning and managing assets, the City can maximize the benefits derived from its infrastructure investments. This includes extending the lifespan of assets and ensuring they perform efficiently.

2. Risk Management: Asset management helps in identifying potential risks associated with infrastructure assets and developing strategies to mitigate these risks. This proactive approach reduces the likelihood of unexpected failures and associated costs.

3. Sustainable Service Delivery: Effective asset management ensures that the City can provide consistent and reliable services to the public. This involves balancing lifecycle activities such as maintenance, renewal, and replacement of assets.

4. Financial Planning: It involves strategic financial planning and priority setting to align long-term capital plans with available financial resources. This ensures that the City will be able to fund necessary infrastructure projects without compromising financial stability.

5. Informed Decision-Making: AMPs are crucial for making informed decisions about building, operating, maintaining, renewing, replacing, and disposing of infrastructure assets. These plans provide a clear framework for managing assets over their entire lifecycle.

Asset management plans form the cornerstone of an effective asset management system. Asset management plans enable informed decisions regarding the building, operating, maintaining, renewing, replacing, and disposing of infrastructure assets.

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

- Current State of Assets: Conducting an inventory and condition assessment of the municipality's assets.
- Defining LOS and proposed LOS: Establishing the level of service that the municipality aims to provide.
- Lifecycle Costs: Determining the costs associated with the entire lifecycle of assets.
- Long-Term Funding Strategies: Developing strategies to fund the maintenance and replacement of assets over the long term.
- Implementation Plan: Creating a detailed plan for implementing asset management practices.

Improved municipal asset management planning is a vital step in Ontario's Municipal Infrastructure Strategy. Municipalities have been required to demonstrate a progressively greater commitment to asset management in order to request infrastructure funding as asset management guides municipalities in making informed infrastructure investment decisions for today and the future.

Reserves and Reserve Funds

As a critical component of a municipality's long-term financial planning, reserves and reserve funds are one of the most important tools available to municipalities in managing risks and in achieving financial sustainability and flexibility.

The City has established a Reserve and Reserve Fund Policy to ensure appropriate use and to foster long-term planning of City funds. The City maintains reserves and reserve funds in accordance with the Reserve and Reserve Fund Policy and provincial statute.

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 City.

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

Reserves and reserve funds are comprised of funds set aside for specific purposes by Council, legislation, regulation, or agreement. Municipal Councils may set up reserves and reserve funds for any purpose for which they have the authority to spend money.

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. Reserves funds do receive an annual interest allocation.

There are two types of reserve funds:

- Obligatory – required for legislated purposes, (i.e. Development Charges Reserve Fund, Canada Community Building Fund)
- Discretionary – established for specific purposes (i.e. CIP Reserve Funds, 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 which were not planned and budgeted. The Policy states that funds borrowed from the Working Reserves be paid back.

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). Continued infrastructure renewal investment will ensure that services are sustainable into the future and meet the citizen's level of service expectations. The objective of capital reserves is to provide a source of funding for the City's long-term capital plan.

3. Restricted Reserves (Municipal) – These reserve funds are for identified purposes and funded from specific revenue sources (i.e. Water Works and Wastewater Works Reserves).

4. Restricted Reserves (External) – These reserve funds are for identified purposes from specific revenue sources external to the municipal corporation (i.e. Development Charges Reserve).

The Reserve 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 remains one of Cornwall's key priorities. Strengthening reserve balances over the long term is essential to supporting future capital investments, funding unexpected costs, and stabilizing tax rates. On November 24, 2025, Council received an updated LTFP, which recommended updating the Reserve and Reserve Fund Policy. In response, the staff will revise the Policy to reflect best practices, determine adequate reserve levels, and align with Council's strategic objectives. The updated Reserve and Reserve Fund Policy will be presented to Council for adoption in Q1 2026, further reinforcing the City's commitment to prudent financial stewardship.

Reserve and Reserve Fund Balances

Maintaining adequate reserves and reserve funds is critical for a municipality's ability to sustain service levels and finance capital projects. When reserves are insufficient, the municipality must rely more heavily on alternative funding sources, such as property tax increases or external debt. Long-term financial planning addresses this by outlining strategies for contributions to and withdrawals from each reserve and reserve fund, ensuring resources are available to meet future obligations.

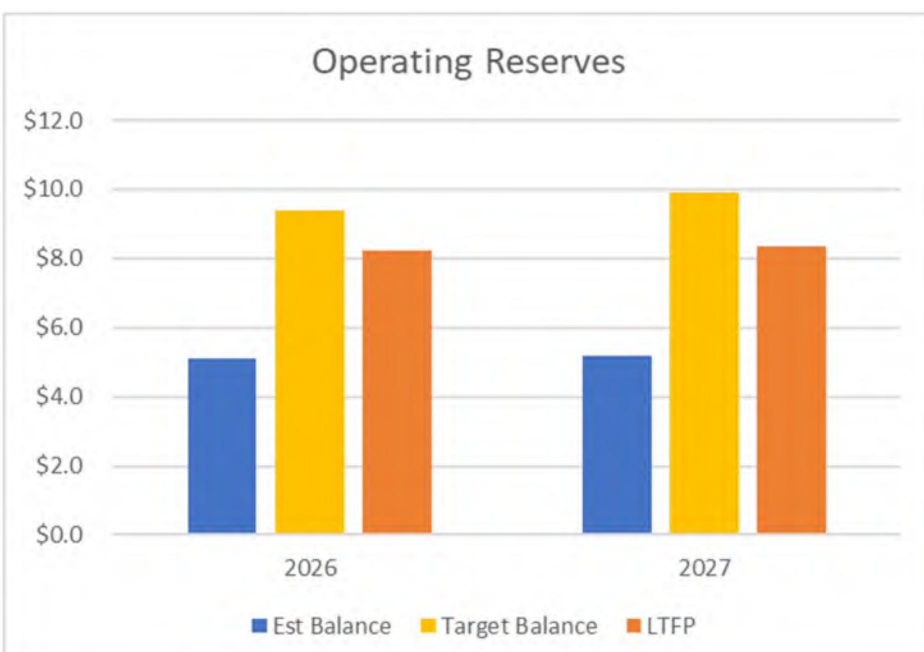
For the year 2026 and 2027, the following bar charts compare:

- estimated year-end balances.
- target balances set by the Reserve and Reserve Fund Policy.
- balances projected in the 2017 LTFP.

The Reserve and Reserve Fund Policy establishes targeted levels for each reserve to ensure financial stability, legislative compliance, and the ability to maintain service levels during unforeseen events. These Policy balances typically represent minimum or target levels rather than actual year-end projections. In contrast, the LTFP serves as a multi-year financial roadmap, detailing planned contributions and withdrawals for capital projects, operating requirements, and strategic priorities. Because the LTFP accounts for future spending commitments, its projected balances may temporarily fall below policy targets, reflecting the timing of planned investments.

Operating Reserves

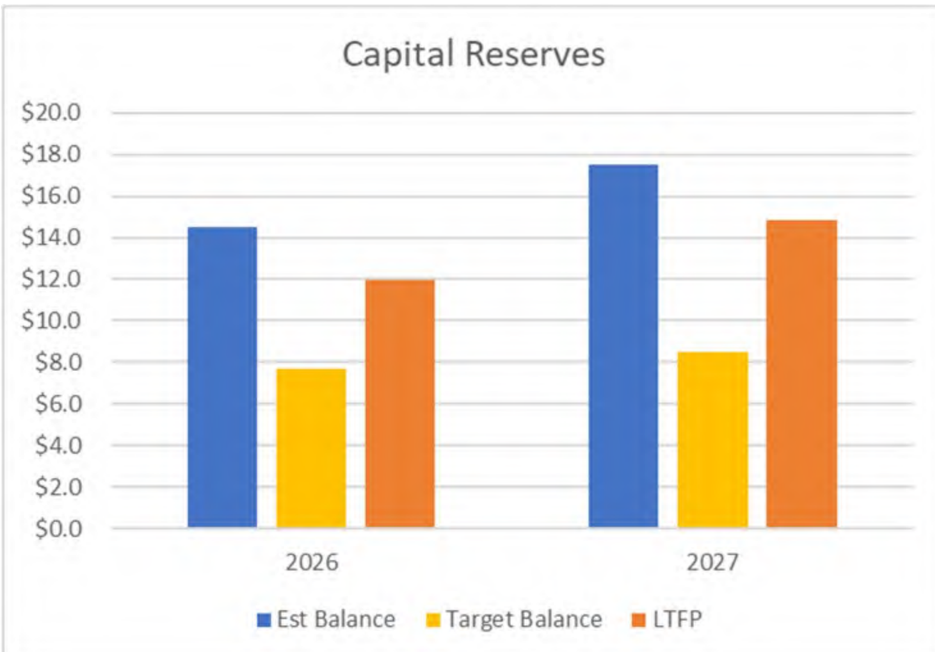
Operating Reserves are below both the Policy and LTFP targeted balances for 2026 and 2027. This is primarily due to the Tax Stabilization Reserve being underfunded based on the strategy to fund this reserve annually to a balance of $3 million by 2025. Currently, there is $300,000 in the Tax Stabilization Reserve.



Capital Reserves

Currently, the total balance for Capital Reserves exceeds both the Policy and LTFP targets for 2026 and 2027. This variance is partly due to Community Housing Reserves not being included in the City's capital reserves when the Policy and LTFP were developed. Additionally, the Land Reserve holds a balance of $2.34 million, which is earmarked for the Nick Kaneb Drive extension to McConnell Avenue through the Business Park.

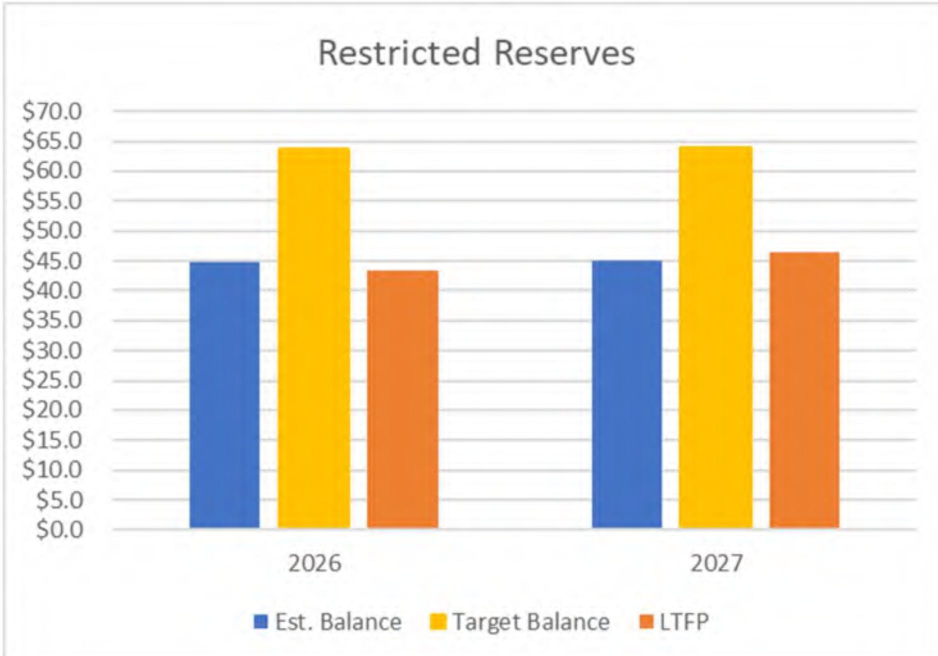
The City is currently utilizing the funds in the Municipal Building Reserve for several on-going infrastructure projects. As a result, the Reserve is utilizing more funds annually than what is being contributed to the Reserve, raising concerns about the sustainability of future projects and the need for a reassessment of funding strategies to ensure long-term financial stability.



As noted, the 2026 budget includes the use of reserves to fund debt payments. This approach is acceptable provided that the reserve continues to receive regular contributions, ensuring its long-term sustainability and the City's ability to meet future financial obligations.

Restricted Reserves (Municipal Funding)

Though presented as a combined total, Restricted Reserves (Municipal Funding) consist of individual reserves, each set aside for a specific purpose and funded from designated revenue sources. This distinction is important for financial planning and reporting, as it ensures that funds are used only for their intended purposes.



The Policy target balances for both the Landfill Closure and Post Closure Reserve Fund and the WSIB - Estimated Future Benefits Costs Reserve are set to account for the City's future liabilities associated with these obligations.

As noted, Council received an updated LTFP on November 24, 2025, recommending revisions to the Reserve and Reserve Fund Policy. The updated LTFP and Policy will guide future financial planning and decisions, reinforcing the City's commitment to prudent financial stewardship.

Included in Appendix B, the Reserve Schedule presents estimated reserve and reserve fund balances at January 1, 2026, contributions and disbursements to and from reserves and reserve funds during 2026, and provides estimated reserve balances at December 31, 2026. The first page of the Reserve Schedule also provides target balances from the City's Reserve and Reserve Fund Policy and 2017 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, the amount owing, plus the related interest, must be paid in future years from operating funds. Debt is a trade-off between increased fiscal flexibility in the short-term versus reduced fiscal flexibility over the term of the repayment.

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 and provides each municipality with its Annual Repayment Limit (ARL). The ARL calculates the repayment limit for the municipality. The City' has not yet received its 2025 ARL. We have calculated the additional long-term borrowing at $376 million (20 years @ 5% p.a.).

Notwithstanding the limit prescribed in the regulation, in order for debt to be affordable and sustainable, the City is following a policy recommendation in its 2017 LTFP that sets a maximum annual repayment limit of 10% of net own-source revenues (approximately $15.4 million in principal and interest payments annually).

The City's LTFP sets out principles to describe the projects in which debt can be used. One of the principles in the LTFP states that debt financing should be used where appropriate. More specifically, borrowing should only be for:

- New, non-recurring infrastructure renewal requirements;
- Self-supporting programs and facilities;
- Projects where the cost of deferring expenditures exceeds debt servicing costs;
- Debt with terms no longer than the anticipated life of the funded asset.

The 2017 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, and that debt should be affordable, sustainable, and structured in a way that those who benefit from the asset pay for the debt.

As part of its policy modernization efforts, the 2025 LTFP project recommends the adoption of a formal Debt Management Policy for the City. This Policy will provide clear guidelines for responsible borrowing, ensure debt payments remain affordable for the community, and safeguard the City's long-term financial flexibility. In alignment with best practices across Ontario municipalities, the LTFP recommends increasing Cornwall's self-imposed debt servicing limit from 10% to 15% of own-source revenue. This adjustment reflects the City's commitment to prudent fiscal management, enabling investment in critical infrastructure while maintaining sustainable debt levels and preserving future borrowing capacity. The new Debt Management Policy will be presented to Council for adoption in Q1 2026.

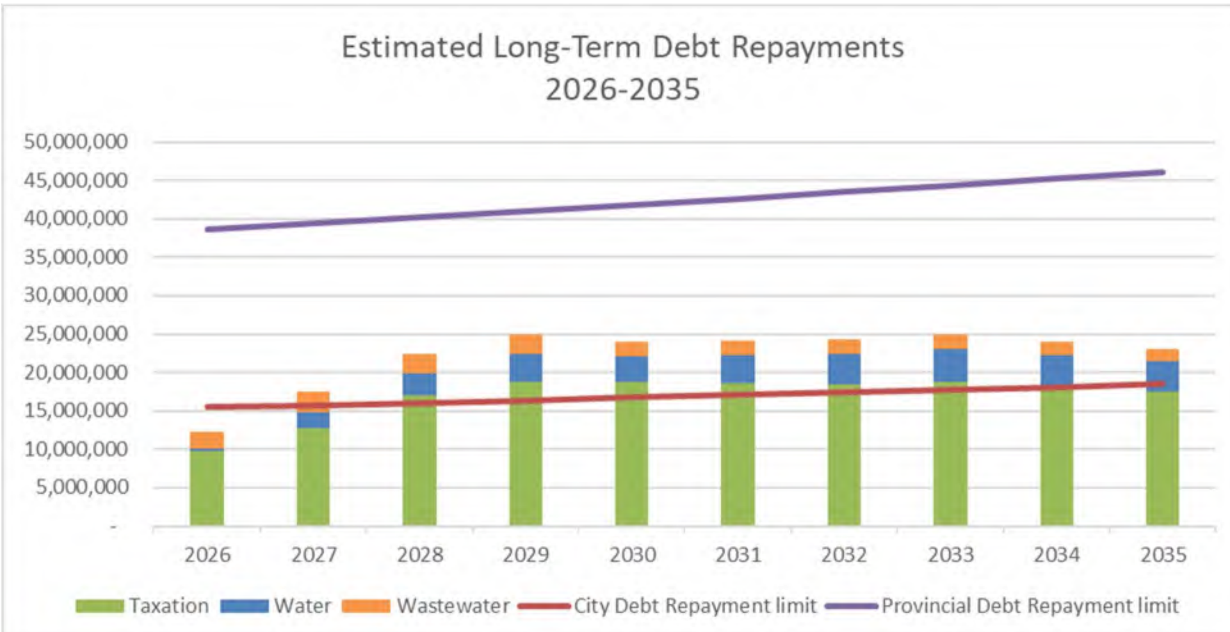
Total Projected Debt Balances and Debt Capacity

At the end of 2025, it is estimated that the City's debt obligations will be approximately $97.8 million requiring an annual payment of $12.2 million. The following chart illustrates that the City is at 79.1% of the Municipal limit and at 31.6% of the Provincial limit

Debt and Financial Obligation Limits	Debt Limits	2026 Est. Debt Limits	Percentage of Limit Utilized
City of Cornwall Self-Imposed Debt Limit	10%	$15.4 M	79.1%
Ontario Regulation 403/02	25%	$38.6 M	31.6%
Current Debt Limit Payment Percentage	7.91%		

The following chart and graph provide forecasted information regarding the City's projected debt repayments from 2026 to 2035.

Total Projected Annual Debt Payments (Principal and Interest) and Debt Capacity								
	Estimated Debt Repayments				Estimated Own-Source	Estimated Debt Limit		
						Municipal	Provincial	
Year	Taxation	Water	Wastewater	Total	Revenue	10%	25%	Percentage
2026	9,734,866	366,282	2,108,750	12,209,898	154,324,575	15,432,458	38,581,144	7.91%
2027	12,684,096	2,062,695	2,670,297	17,417,088	157,411,067	15,741,107	39,352,767	11.06%
2028	17,091,407	2,844,863	2,530,266	22,466,537	160,559,288	16,055,929	40,139,822	13.99%
2029	18,692,754	3,627,031	2,530,266	24,850,051	163,770,474	16,377,047	40,942,618	15.17%
2030	18,696,086	3,347,527	1,943,815	23,987,428	167,045,883	16,704,588	41,761,471	14.36%
2031	18,556,507	3,654,474	1,876,855	24,087,836	170,386,801	17,038,680	42,596,700	14.14%
2032	18,444,118	3,961,420	1,809,895	24,215,433	173,794,537	17,379,454	43,448,634	13.93%
2033	18,792,765	4,268,367	1,809,895	24,871,027	177,270,428	17,727,043	44,317,607	14.03%
2034	18,171,406	4,140,995	1,682,524	23,994,925	180,815,836	18,081,584	45,203,959	13.27%
2035	17,558,311	3,834,048	1,682,524	23,074,883	184,432,153	18,443,215	46,108,038	12.51%



This 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 (red line) indexed at 2% for future years.

The vertical bars depict the estimated annual principal and interest payments for taxation, water and wastewater based on the City's 10-Year Capital Plan and the LTFP.

In addition to the existing debt, approval has been granted to issue debt on prior year capital projects in the amount of $72.8 million. Though the City currently remains within its annual debt and financial obligation limit, the City plans to finance a few major projects over the next several years (Art Centre, water meters, housing developments, Civic Complex renovations, digester rehabilitation, as well as the reconstruction of Marleau Avenue, Brookdale Avenue, and Pitt Street). This unissued approved debt will be included in a future debt issuance as expenditures are incurred and projects are completed.

Based on the 10-year capital plan to 2035, the City plans to finance $144.6 million in capital works and asset replacement (including the raw water intake, housing new builds, Ninth

Street design, watermain replacement on Vincent Massey Dr, Marleau Avenue widening, Benson Centre artificial turf and gymnasium, Paramedic station expansion, new Police Service's facility).

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 are used for illustration purposes only. The actual rate of interest will fluctuate depending on market conditions and the actual term of the loan.

While interest costs can increase a project's total cost, debt financing may still be the preferred choice during periods of rapid construction cost escalation, where securing a firm price now could avoid inflationary increases later.

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 65.3% of the City's annual debt repayments are funded by non-taxation sources of revenue which would include funding received through the Canada Community Building Fund, 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 is 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. The relationship is formalized through an Agreement or Memorandum of Understanding. The following chart provides past approved budgets for Community Partners and the 2026 budget submission

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 amount the City will transfer to the Library increased by $75,321 or 3%.

The City also incurs direct costs related to the Library, including debt servicing, insurance, and vehicle rental expenses. In addition, the City is able to utilize development charges to fund a portion of the Library's collection, supporting growth-related needs. Overall, the 2026 net budget for the Library has increased by $80,407 or 3.14% compared to 2025. The 2026 budget includes a contribution to reserves of $100,000 for future work on the building. The 2026 gross capital budget is $345,000 ($394,000, 2025) and is funded by the Municipal Facilities Reserve.

Funding from the municipality for the Eastern Ontario Health Unit (EOHU) and the Raisin Region Conservation Authority (RRCA) is regulated through the province. We have not yet received the 2026 budgets from the EOHU nor the RRCA and have included an increase of 3% in the 2026 budget. Based on this, the City would transfer $926,607 to the EOHU and $628,736 to the RRCA. Administration has invited both the EOHU and the RRCA to present their budgets to Council.

For 2026, Administration has entered $110,126 into the budget for the Cornwall Regional Airport. The Airport had approximately $200,000 in deferred revenue. The City utilized some of this revenue in 2025 and didn't budget the transfer payment.

The 2026 budget for Heritage-Patrimoine Cornwall was entered at the same amount as 2025 ($3,616). Heritage-Patrimoine is seeking funding of $8,000 to support its operating budget.

The 2026 budget for the SD&G Historical Society included a 4% increase to $168,600 (2025, $162,100).

The 2026 budget continues to support the Eastern Ontario Regional Network's broadband internet access project and the cell gap and capacity project. The City has paid its commitment through the Working Reserve and is paying back the Working Reserve each year to 2027.

In 2026, the City is continuing its financial support for Canada Day celebrations ($25,000). In 2025, an additional $12,000 was provided to the Committee to support the event.

Community Partners	2023 Approved	2024 Approved	2025 Approved	2026 Submission
Cornwall Public Library	$2,401,019	$2,411,096	$2,558,741	$2,639,148
Eastern Ontario Health Unit (EOHU)	$757,841	$890,711	$899,618	$926,607
Raisin Region Conservation Authority (RRCA)	$560,402	$577,214	$568,173	$628,736
Cornwall Regional Airport	$110,126	$110,126	$0	$110,126
Heritage Cornwall	$3,850	$3,616	$3,616	$3,616
SD&G Historical Society	$151,309	$155,848	$162,100	$168,600
Eastern Ontario Regional Network (EORN)	$28,367	$54,226	$54,226	$54,226
Eastern Ontario Agri Food Network (EOAFN)	$25,000	$0	$0	$0
Medical Recruitment / Scholarships	$200,000	$100,000	$200,000	$200,000
Municipal Grants Program - Net	$73,000	$152,500	$134,435	$155,115
Signature Events	$30,000	$30,000	$30,000	$30,000
Canada Day	$0	$25,000	$25,000	$25,000
Your Arts Council	$0	$25,000	$25,000	$30,000
Encore Education Centre	$0	$30,000	$30,000	$0
United Way	$0	$200,000	$200,000	$0
Diversity Cornwall	$0	$30,000	$20,000	$35,000
1784 Celebration	$0	$30,000	$20,000	$0
Social Development Council	$0	$66,979	$66,979	$0
Contribution to Reserves (borrowed)	$0	$0		
Total	$4,340,914	$4,892,316	$4,997,888	$5,006,174

Included in the 2026, is a payback to the Working Reserve in the amount of $136,066 for the following:

Eastern Ontario regional Network - EORN (2020-2026)	$ 54,226
Canada Day 2023	25,000
Truth & Reconciliation Action Plan	23,768
UOttawa Business Case	33,072
	$136,066

Two other amounts were borrowed from Working Reserve in 2025, $155,000 for the DBIA Walkway and $800,000 to offset the cost in salary increases in the 2025 budget. The BIA Walkway project will be funded by the CCBF instead of the Working Reserve. The $800,000 salary offset will be paid back in 4 equal instalments. A transfer to the Working Reserve in the amount of $200,000 has been included in the 2026 budget within the Non-departmental budget.

As per the Reserve and Reserve Fund Policy, monies borrowed from the Working Reserve are to be paid back to the Reserve in the following year.

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.

For this Program, the annual budget sets aside $170,000. The current 2026 budget of $170,000 is made up of $155,115 from taxation and $14,885 unspent funds from 2025 that has been carried forward to 2026 as per Policy

The City accepted applications during the month of October 2025. The Municipal Grants Review Committee is made up of three Councillors and support staff. Each year the Municipal Grants Review Committee reviews the Program, its Policy and Guidelines and recommends changes to Council. An annual report will be brought to Council for consideration.

In 2022, Council reduced the Municipal Grants budget from $200,000 to $170,000 and redirected $30,000 to three signature events: Cornwall Triathlon, Optimist Club of Cornwall Ribfest, and the Cornwall Waterfest Dragon Boat Race. The amount to all three organizations is limited to $10,000 each (in-kind services) The City invoices the organization for the difference. With increasing costs, there is a request from two of the organizations to increase the in-kind services amount from $10,000 to $15,000 each.

Mayor’s Municipal Funding Program

The Mayor’s municipal funding program for non-profit organizations was structured to provide financial and in-kind support through a dedicated intake. Staff were involved in developing the application criteria and ensuring the program was clearly communicated to public. Application review and decision-making authority rested solely with the Mayor.

Approved by the Mayor and included in the 2026 budget:

Festival International Afro Diversité de Cornwall SDG	$ 5,000
Your Arts Council Cornwall & the Counties	30,000
Diversity Cornwall	35,000
	$70,000

The Mayor waived fees for the Kinette Club of Cornwall for their Annual Princess Ball.

A separate request for funding was submitted to the Mayor by Centre 105 Cornwall. The Centre 105 request was for a three-year municipal investment of $75,000 per year, for a total of $225,000. The funds would support the salary of a full-time Social Services Worker ($60,000) and a part-time administrative assistant ($15,000) to enhance overall efficiency, support accountability, and ensure that the Social Services Worker and other staff can devote more time to participant care. Mayor Towndale approved $50,000 for the 2026 budget.

A list of all applicants, including those approved and not approved for funding, was compiled for transparency and can be found in Appendix F.

Budget Challenges/Risks

The City is facing a number of pressures in its 2026 budget. These challenges are reflective of broader trends affecting many municipalities and sectors. Key considerations include:

<u>Aging Infrastructure and Infrastructure Backlog</u>

The City continues to face significant challenges related to aging infrastructure and a growing backlog of renewal and replacement projects. Many municipal assets are nearing or have exceeded their useful life, resulting in increased maintenance costs and heightened risk of service disruptions. Addressing these needs requires substantial investment and careful prioritization, especially as funding from senior levels of government remains uncertain.

<u>Reserve Contributions</u>

Maintaining and strengthening reserve and reserve fund balances is a key priority for long-term financial sustainability. Regular contributions are necessary to fund future capital investments, respond to emergencies, and stabilize tax rates, but must be balanced against competing budgetary demands.

<u>Debt Servicing</u>

As the City invests in major capital projects, debt servicing costs are rising. Ensuring that debt payments remain affordable to the community is a key priority for financial stewardship. In 2025, the LTFP recommended increasing the City's self-imposed debt servicing limit from 10% to 15% of own-source revenue, aligning Cornwall's approach with practices adopted by other municipalities. Managing debt within this updated limit is essential to maintaining financial flexibility, preserving future borrowing capacity for critical infrastructure needs, and safeguarding the City's long-term fiscal health.

<u>Staffing Resources and Compensation Pressures</u>

Like many businesses, the City is struggling to attract and retain qualified personnel across various departments. The competitive job market and the evolving work landscape, including trends such as remote work and flexible work schedules, presents both opportunities and challenges. While these trends can offer more attractive working conditions, they also require adjustments in management practices and infrastructure to support a distributed workforce. Additionally, negotiations with union groups and market-driven compensation adjustments continue to exert pressure on the City's operating budget. Ensuring competitive compensation while maintaining fiscal responsibility requires ongoing attention and strategic workforce planning.

Uncertain Provincial Funding

Provincial funding remains unpredictable in several program areas, including Paramedic Services and Community Housing. Changes to funding formulas or program eligibility can have significant impacts on service delivery and financial planning, requiring the City to remain agile and responsive. In some service areas, provincial funding for 2026 is still unknown. The 2026 budget is based on historical trends.

Legislative Changes and Funding

New and evolving legislative and regulatory requirements, such as asset management planning, climate action, and reporting standards, are increasing the complexity and cost of municipal operations. The City must continuously monitor and adapt to these changes to ensure compliance.

Inflation

While inflation has largely stabilized, its cumulative effects continue to influence the City's budget. The 2026 budget reflects the need to catch up to elevated costs that have become embedded in operating and capital expenditures. Fixed costs required to maintain service levels remain higher than in previous years, and price increases in construction materials and labour, many of which outpaced general inflation, continue to impact capital planning. The City's financial strategy for 2026 is focused on addressing these sustained cost pressures, balancing immediate fiscal realities with long-term infrastructure and service delivery needs.

Climate Change

Municipal assets and public services are vulnerable to significant weather-related events or disasters triggered by climate change. These events can have a significant impact on levels of service, risks to service delivery, and costs of service delivery.

One of the pillars in Council's Strategic Plan is "Achieve Net-Zero by 2050". Additionally, the Plan advances the actions outlined in the City's Climate Action Plan. Municipalities play a crucial role in mitigating the impact of climate change and enhancing the resilience of the community.

In 2026, the City of Cornwall will continue to prioritize climate action by investing in sustainable infrastructure and green technologies. This includes upgrading our municipal buildings and community housing to be more energy efficient. The City will also engage with the community to raise awareness about climate change and encourage residents to adopt sustainable practices.

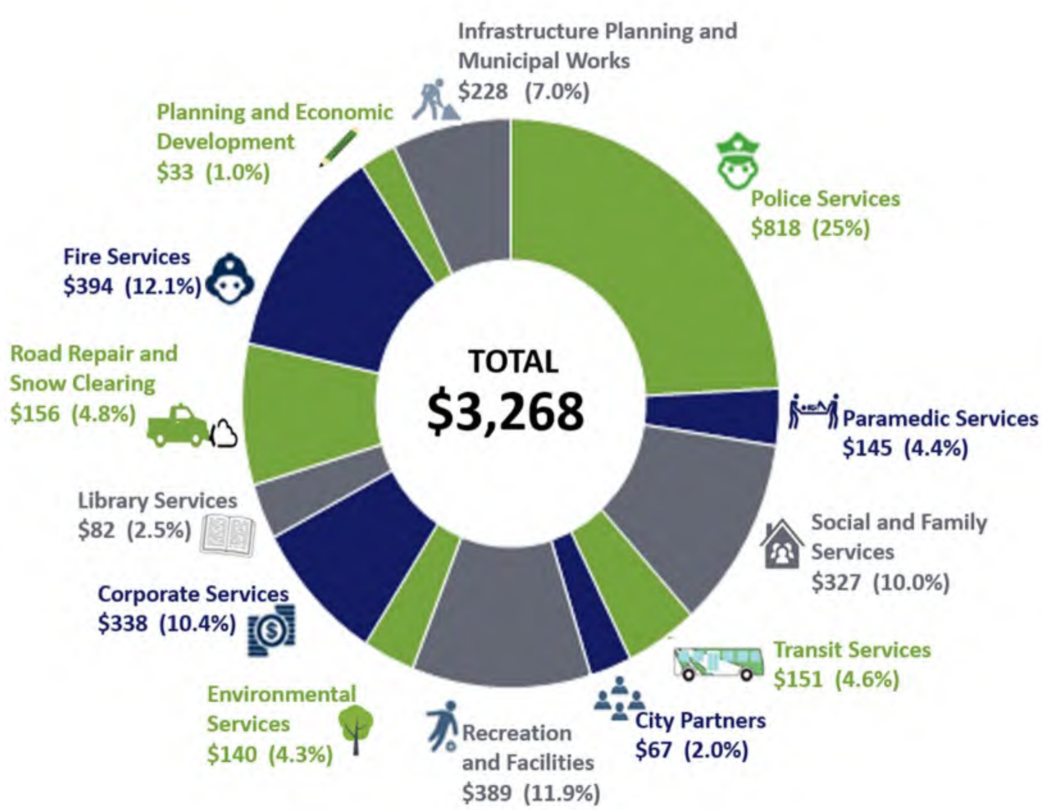
Budget Highlights

The 2026 budget for the City of Cornwall can be summarized as follows:

- The City manages an annual operating budget of $260 million and a capital budget of $17.6 million;
- This document has been prepared with a tax levy of $102,560,704. The tax levy increase is $5,024,549 or 5.32%;
- Also included in the budget is $3,131,676 of growth (new assessment from 2025 supplementary taxation) that has been added to the 2026 tax roll; and $826,907 of supplementary taxation (projected growth added to the tax roll during 2026)
- Operating budgets funded from the tax base for City departments has increased by $5,271,720 or 5.62%;
- Net capital budgets for City departments funded from the tax base have decreased from $529,004 to $282,200 ($246,804 or 46.65%).

Proposed Tax Dollars at Work

The 2026 municipal taxes for the average home assessed at $176,700 would be $3,268 ($3,105 in 2025). The average annual increase is $163.16 or 5.25%



2026 BUDGET SUBMISSION

CITY OVERALL

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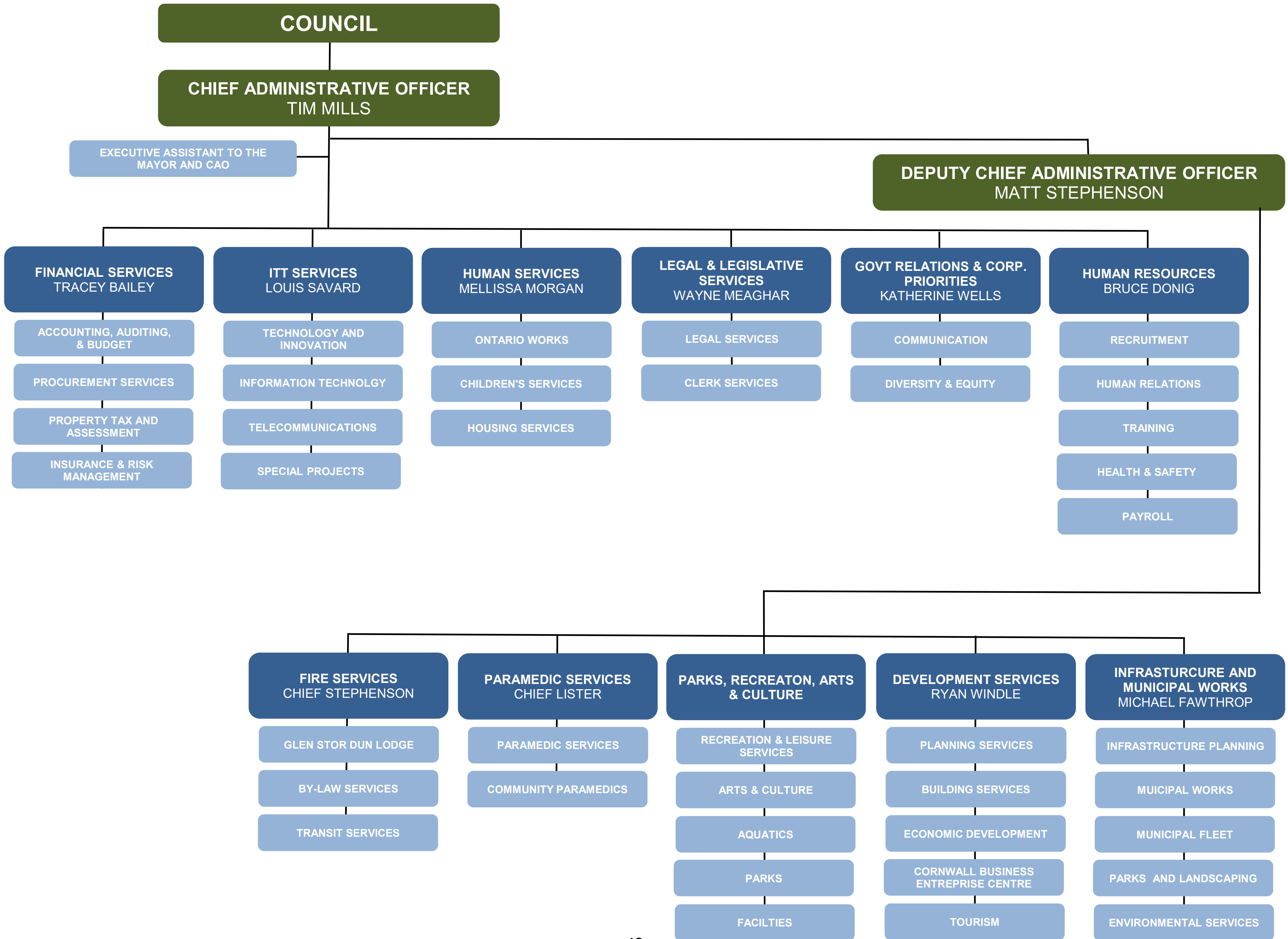
Organizational Chart - Leadership



CITY OF CORNWALL - General Taxation

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$104,578,745	$86,199,780	$115,720,553	$119,811,203	$4,090,650	3.53%
Purchase of Goods	$15,596,684	$11,665,801	$16,092,856	$16,385,102	$292,246	1.82%
Services and Rents	$55,316,126	$40,663,126	$51,775,880	$58,143,847	$6,367,967	12.30%
Financing LTD Principal & Interest	$5,778,465	$5,159,583	$8,677,671	$9,734,866	$1,057,195	12.18%
Insurance	$2,382,563	$1,932,800	$2,891,600	$2,863,640	($27,960)	(0.97%)
Financial and Transfers	$40,903,670	$30,710,268	$41,629,622	$42,472,041	$842,419	2.02%
Contribution to Reserves	$14,930,708	$10,444,039	$11,898,505	$10,609,842	($1,288,663)	(10.83%)
Subtotal	**$239,486,961**	**$186,775,397**	**$248,686,687**	**$260,020,541**	**$11,333,854**	**4.56%**
REVENUE						
Payments in Lieu & Supplementary & Growth	$2,302,610	$1,564,735	$5,205,500	$5,340,152	$134,652	2.59%
Provincial and Federal Grants	$80,664,060	$63,819,715	$80,212,052	$88,553,816	$8,341,764	10.40%
Other Municipalities	$12,556,599	$10,150,177	$13,764,538	$13,628,526	($136,012)	(0.99%)
Fees, Service Charges, & Misc Revenue	$43,158,051	$27,831,430	$39,154,057	$35,117,850	($4,036,207)	(10.31%)
Internal Revenue	$10,498,059	$7,344,325	$9,641,367	$13,358,635	$3,717,268	38.56%
Contribution from Reserves	$2,325,991	$4,564,624	$6,833,698	$4,874,367	($1,959,331)	(28.67%)
Subtotal	**$151,505,370**	**$115,275,006**	**$154,811,212**	**$160,873,346**	**$6,062,134**	**3.92%**
NET OPERATING COST (TAXATION)	**$87,981,591**	**$71,500,391**	**$93,875,475**	**$99,147,195**	**$5,271,720**	**5.62%**
CAPITAL						
Gross Capital	$1,659,247	$632,823	$28,180,030	$17,603,758	($10,576,272)	(37.53%)
Capital Funding	$0	$0	($27,651,026)	($17,321,558)	$10,329,468	(37.36%)
NET CAPITAL COST (TAXATION)	**$1,659,247**	**$632,823**	**$529,004**	**$282,200**	**($246,804)**	**(46.65%)**
TOTAL OPERATING AND CAPITAL (SUPPORTED BY TAXATION)	**$89,640,838**	**$72,133,214**	**$94,404,479**	**$99,429,395**	**$5,024,916**	**5.32%**

CITY OF CORNWALL
Long Term Financial Plan (LTFP)

	Budget 2025	Submission 2026	FORECAST 2026	FORECAST 2027	FORECAST 2028	RE-FORECAST 2027	RE-FORECAST 2028	RE-FORECAST 2029
Net Operating Budget	80,029,181	86,808,163	83,234,145	86,355,426	89,161,977	90,280,490	93,891,709	97,647,377
change $		6,778,982	3,008,463	3,121,280	2,806,551	3,472,327	3,611,220	3,755,668
change %		8.47%	3.75%	3.75%	3.25%	4.00%	4.00%	4.00%
Debt Payments	8,677,671	9,734,866	13,257,965	17,261,712	21,553,102	12,684,096	17,091,407	18,692,754
Net to/from Reserves	5,064,807	5,735,475	3,000,000	3,000,000	3,000,000	4,500,000	3,000,000	4,500,000
Total Net Operating	93,771,659	102,278,504	99,492,110	106,617,138	113,715,079	107,464,586	113,983,116	120,840,131
Total Net Capital	632,820	282,200	1,200,000	1,200,000	1,200,000	800,000	800,000	800,000
Total Levy	94,404,479	102,560,704	100,692,110	107,817,138	114,915,079	108,264,586	114,783,116	121,640,131
Net Levy Change $		8,156,225	4,848,444	7,125,027	7,097,941	5,703,882	6,518,531	6,857,015
Net Levy Change %		8.64%	5.06%	7.08%	6.58%	5.56%	6.02%	5.97%
Net Levy - LTFP	-	91,904,078	91,904,078	93,780,212	95,712,084	93,780,212	95,712,084	97,683,753
Net Levy - variance		10,656,626	8,788,032	14,036,926	19,202,994	14,484,374	19,071,032	23,956,378

Financial Forecast and Long-Term Financial Planning

The LTFP chart presented above provides a financial snapshot of the forecast to 2029 based on the 2017 LTFP.

The column titled “Submission 2026” indicates that the City will collect $10,656,626 more in tax levy than what was included in the 2017 LTFP.

For the 2027 budget, staff will be utilizing the new financial model from the 2025 LTFP as part of the multi-year budgeting process. This approach ensures that forecasts reflect the most current assumptions, economic indicators, and strategic priorities while providing a longer-term view of financial sustainability. Key benefits include:

- Improved Accuracy: Incorporates inflation rates, assessment growth, and service level adjustments.
- Alignment with Strategic Goals: Reflects Council’s latest priorities and capital investment strategies.
- Enhanced Flexibility: Allows for scenario modeling to assess the impact of economic changes or policy decisions.
- Transparency and Accountability: Provides a clear link between long-term planning and annual budget decisions.
- Predictability for Interest Holders: Multi-year budgeting offers greater certainty for departments and taxpayers by smoothing out fluctuations over time.

Annually, Financial Services will provide a reforecast for the three years following the budget year. Moving forward, the reforecast will realign targets using the 2025 financial model, ensuring consistency and relevance in financial planning.

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2026 BUDGET SUBMISSION

GENERAL GOVERNMENT

- COUNCIL
- CAO
- LEGAL AND LEGISLATIVE SERVICES
- COMMUNICATIONS, GOVERNMENT RELATIONS AND STRATEGIC PLANNING
- HUMAN RESOURCES
- FINANCIAL SERVICES
- NON-DEPARTMENTAL
- INFORMATION TECHNOLOGY, DIGITIZATION, INNOVATION & SPECIAL PROJECTS

Cornwall ONTARIO CANADA

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Council

2026 Budget Submission

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.

City Council holds regular meetings at City Hall, located at 360 Pitt Street. Typically, meetings are held at 7 p.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 TV Cogeco (cable channel 11), and they are also webcast through the City's website.

Description

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.

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.

Advancing Council’s Strategic Plan/Priorities

On January 22, 2024, Council adopted a Strategic Plan for its term of Council.

By focusing on creating a welcoming and healthy community, the plan aims to ensure that Cornwall is recognized for its strong municipal government, effective services, and robust infrastructure. This strategic direction is expected to foster a more engaged, unified, and energized community, ultimately improving the quality of life for all residents.

VISION

Cornwall is a diverse and progressive community. Residents and partners feel safe, welcomed, and enjoy a high quality of life. Everyone is supported by access to financially responsible and sustainable municipal services and infrastructure.

MISSION

Our mission is to foster vibrant, inclusive, responsible, and forward-thinking community services for current residents and future generations.

Our Four Strategic Pillars

- Pillar 1: Housing for All - aims to ensure that everyone in the community has access to affordable and quality housing.
- Pillar 2: Community Connections - focuses on strengthening the bonds within the community, fostering a sense of belonging and engagement among residents.
- Pillar 3: Achieve Net-Zero by 2050 - is dedicated to environmental sustainability, aiming to reduce the City's carbon footprint and promote green initiatives.
- Pillar 4: Cornwall – Future Ready - prepares the City for future challenges and opportunities by investing in infrastructure, technology, and innovation.

Together, these pillars aim to enhance the quality of life for all residents, making Cornwall a more inclusive, sustainable, and forward-thinking community.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures.

Salaries and Benefits

Salaries and Benefits include Council salaries and half of the cost for an Administrative Assistant. The decrease to Salaries and Benefits of $7,030 is related to a change in how benefits are calculated for Council. It includes incremental and contractual obligations for the Assistant and the increase for Council members as approved through by-law. It also includes a reduction from 10 Councillor to 8 Councillors beginning in December 2026.

Purchase of Goods

Purchase of Goods includes monies for public relations, promotional costs, stationery, food provisions, books, and magazines. Based on trends, the stationery supplies budget was decrease by $500.

Services and Rents

Services and Rents includes conferences and travel ($30,000), Councillor spending accounts ($12,575 - $1,257.50 each), Integrity Commissioner ($30,000), and Honorariums for Police Board and GSDL ($18,020).

Membership costs are budgeted for at the same level as 2025 except for the Municipal Information Network subscription in the amount of $1,300 that was removed from the budget.

AMO	$16,000	AFMO	$3,400
FCM	$11,500	AMO-MEPCO	$4,600
Chamber of Commerce	$500	GLSLCI	$3,500
EOMC	$4,000		

An increase in Services and Rents of $20,982 is related to a$22,500 increase to the budget for the Integrity Commissioner. The Mayor’s car allowance of $1,920 was removed from the budget.

Contribution to Reserves

In 2022, new devices were purchased for Council. This will be budgeted again in 2026. 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 2026, a contribution of $4,900 is included in the budget.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$482,564	$304,763	$449,820	$442,790	($7,030)	(1.56%)
Purchase of Goods	$25,286	$5,218	$8,000	$7,500	($500)	(6.25%)
Services and Rents	$91,615	$75,585	$122,612	$143,594	$20,982	17.11%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$1,407	$0	$0	$0	$0	0.00%
Contribution to Reserves	$6,000	$6,000	$6,000	$4,900	($1,100)	(18.33%)
Subtotal	**$606,872**	**$391,566**	**$586,432**	**$598,784**	**$12,352**	**2.11%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,224	$0	$0	$0	$0	0.00%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$22,300	$0	$0	$0	0.00%
Subtotal	**$1,224**	**$22,300**	**$0**	**$0**	**$0**	**0.00%**
NET OPERATING COST (TAXATION)	**$605,648**	**$369,266**	**$586,432**	**$598,784**	**$12,352**	**2.11%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$605,648**	**$369,266**	**$586,432**	**$598,784**	**$12,352**	**2.11%**

Chief Administrative Officer

2026 Budget Submission

The Chief Administrative Officer (CAO) 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.”

The Office of the CAO is 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..

Description

The Office of the CAO encompasses a wide range of critical functions essential for the smooth administration and strategic direction of the city.

Key functions include:

- Administers the business affairs of the City of Cornwall by ensuring that all administrative functions are carried out efficiently and effectively, aligning with the city's priorities, policies, and goals.
- Provides leadership and direction to the Senior Management Team and throughout the organization.
- Guides the senior management team to foster an integrated approach towards achieving the city's objectives.
- Provides the Mayor and Council with accurate information in a timely, open and transparent manner to facilitate healthy public debate and decision making.
- Assists the Mayor and Council in the development of the City of Cornwall’s Strategic Plan. Collaborates in crafting a comprehensive strategic plan that outlines the vision and priorities for the city's future.
- Ensures effective communication and public access to information.
- Liaise with local boards, agencies, associations, other municipalities, and senior levels of government to further the City interests.

These responsibilities underscore the pivotal role in fostering a well-governed, transparent, and strategically focused city administration, contributing significantly to the overall growth and development of the City of Cornwall.

Advancing Council's Strategic Plan/Priorities

The CAO plays a pivotal role in advancing Council's Strategic Plan by translating its high-level goals into actionable initiatives across the organization. As the top executive responsible for municipal administration, the CAO ensures that departmental priorities, budgets, and staff efforts align with Council's vision. They facilitate cross-departmental collaboration and monitor progress. By fostering a culture of strategic focus and operational excellence, the CAO helps ensure that the Strategic Plan drives meaningful outcomes for the community.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures.

Salaries and Benefits

The increase in salaries and benefits relates to contractual wage increases.

Purchase of Goods

There is a small decrease in the purchase of stationery supplies and computer hardware/software.

Services and Rents

The increase in Services and Rents is for conferences, training, accommodations, meals and related transportation. This was removed from the 2025 budget.

Financial and Transfers

The decrease in Financial and Transfers is related to IT hardware and software direct cost.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$562,451	$374,212	$332,376	$355,368	$22,992	6.92%
Purchase of Goods	$14,968	$9,010	$4,700	$4,100	($600)	(12.77%)
Services and Rents	$368,997	$249,647	$12,992	$13,422	$430	3.31%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$101,501	$139,266	$1,080	$420	($660)	(61.11%)
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$1,047,917**	**$772,135**	**$351,148**	**$373,310**	**$22,162**	**6.31%**
REVENUE						
Provincial and Federal Grants	$361,020	$121,720	$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	$75,572	$53,240	$0	$0	$0	0.00%
Subtotal	**$436,592**	**$174,960**	**$0**	**$0**	**$0**	**0.00%**
NET OPERATING COST (TAXATION)	**$611,325**	**$597,175**	**$351,148**	**$373,310**	**$22,162**	**6.31%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$611,325**	**$597,175**	**$351,148**	**$373,310**	**$22,162**	**6.31%**

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Legal and Legislative Services

2026 Budget Submission

Legal and Legislative Services are essential to the Municipal Corporation.

With respect to Legal Services, modern day municipal corporations incur recurring annual legal expenditures required to address the litigation they will be involved in and the legal advisory needs they inevitably require on an annual basis. While legal expenditures will vary to some degree annually, reasonable and appropriate minimum legal expenditures are appropriately identifiable and accounted for. The City has successfully proceeded down the path of having a full service in-house legal department, which has established a strong legal plan that has contributed to a reduction in the City's legal expenditures from previous years, carefully manages outside legal retention, provides appropriate legal services being from in-house, and whose advice to all divisions to the City enhances litigation avoidance.

Clerks Division being positioned within Legal and Legislative Services has helped to ensure that Division diligently responds to and addresses all legislative requirements placed upon the Division when providing service on behalf of the Municipal Corporation. Clerks Division is the most front facing part of the Municipal Corporation, which prepares and runs Council meetings, is the Municipal Corporation's official keeper of Minutes, By-laws, and official corporate documents, provides information to both Council and the public, and oversees the front counter with vital statistics, lottery licences, and client services. In 2026, Clerks Division will be overseeing a municipal election.

Description

The Legal and Legislative Services department for the City of Cornwall encompasses a wide range of critical functions essential for the smooth administration and strategic direction of the city.

Key functions include:

1. Legal Services and Governance Support

- Legal Advice: Provides legal counsel to Council, senior staff, and departments on municipal law, contracts, by-laws, litigation, and regulatory compliance.
- By-law Drafting and Review: Assists in drafting, reviewing, and interpreting municipal by-laws and policies.

- Risk Management: Advises on liability issues, insurance claims, and legal risk mitigation.
- Contract Management: Reviews and prepares legal agreements, leases, and procurement documents.

2. Clerk's Responsibilities

- Council Support: Prepares and distributes agendas and minutes for Council and committee meetings. Records all resolutions, decisions, and proceedings without note or comment. Certifies by-laws and Council decisions for legal or court purposes.
- Records Management: Maintains official municipal records including by-laws, minutes, resolutions, and contracts. Ensures compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- Elections Administration: Acts as Returning Officer for municipal elections. Oversees voter registration, ballot preparation, and election certification.
- Vital Statistics and Licensing: Acts as Registrar under the Vital Statistics Act. Issues licenses (e.g., marriage, business, dog) and permits.
- Public Access and Transparency: Responds to public inquiries and records requests. Provides certified copies of municipal documents upon request.
- Legislative and Policy Development/Compliance: Ensures Council meetings comply with the Municipal Act and procedural by-laws. Advises on closed meeting investigations and Code of Conduct complaints.
- Accessibility and Inclusion: Monitors and reports on compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

Advancing Council's Strategic Plan/Priorities

The Legal and Legislative Services department plays a foundational role in advancing Council's Strategic Plan by embedding its four pillars, Community Connections, Operational Excellence, Employer of Choice, and Cornwall – Future Ready, into their core functions and initiatives. Through targeted modernization efforts, investing in staff capacity, and enhanced public engagement, the department ensures that governance and service delivery are not only compliant and efficient but also aligned with Council's long-term vision for a connected, resilient, and forward-looking municipality.

Commentary / Budget Variances

Legal and Legislative Services have been mindful of the always appropriate expectation for the budget to be as lean as possible. While municipalities and municipal departments in Ontario routinely have a goal of proposing budgets that do not go over a certain percentage, Legal and Legislative Services has been able to decrease its net operating expenses from 2025 by $17,415 or by 1.34%. The overall Legal and Legislative Services budget for 2026 secures that appropriate service levels will be fulfilled with a decrease in the budget.

Salaries and Benefits

The aforementioned decrease was able to be achieved with a Legal Clerk position and an additional Deputy Clerk position being added to the budget. The Law Clerk position was confirmed as necessary by the In-house Creation Study in 2023 as necessary for the goals of the City to be reached and confirmed necessary in 2025 for the City. The additional Deputy Clerk provides support for Clerks Division, particularly in a year where it has Election responsibilities.

Purchase of Goods

The increase in purchase of goods is related to the Inaugural Meeting of the incoming Council late in the year.

Services and Rents

Services and rents decreased by $147,192 or 21.84%. In 2025, there were two one-time initiatives, the AODA Audit and the Digitalization project, that are not budgeted in 2026. This is partially offset by expenses related to the 2026 Election. In the year 2023, 2024, and 2025, funds were set aside in the Elections Reserve to fund expenses related to the 2026 election.

Financial and Transfers / Contributions to Reserves

There is an increase in Financial and Transfers related to IT software costs for the 2026 Election. The reduction in Contribution to Reserves is due to that in the year of an Election, the City does not budget a contribution to the Elections Reserve.

Revenue

As part of the 2026 budget, the City will bring in $165,000 from the Election Reserve to fund the 2026 Election. The 2026 election is expected to cost $261,950 ($96,550 net).

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$521,365	$570,691	$695,301	$1,026,168	$330,867	47.59%
Purchase of Goods	$25,893	$18,063	$48,650	$49,700	$1,050	2.16%
Services and Rents	$794,556	$608,052	$673,905	$526,713	($147,192)	(21.84%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$53,409	$47,403	$78,145	$94,405	$16,260	20.81%
Contribution to Reserves	$55,000	$55,000	$55,000	$0	($55,000)	(100.00%)
Subtotal	**$1,450,223**	**$1,299,209**	**$1,551,001**	**$1,696,986**	**$145,985**	**9.41%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$231,375	$168,031	$250,000	$248,400	($1,600)	(0.64%)
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$37,528	$0	$0	$165,000	$165,000	100.00%
Subtotal	**$268,903**	**$168,031**	**$250,000**	**$413,400**	**$163,400**	**65.36%**
NET OPERATING COST (TAXATION)	**$1,181,320**	**$1,131,178**	**$1,301,001**	**$1,283,586**	**($17,415)**	**(1.34%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$1,181,320**	**$1,131,178**	**$1,301,001**	**$1,283,586**	**($17,415)**	**(1.34%)**

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Legal services	$105,968	$610,840	$478,495	$572,290	$93,795	19.60%
Clerks services	$1,016,313	$461,904	$763,616	$614,746	($148,870)	(19.50%)
Elections	$59,039	$58,434	$58,890	$96,550	$37,660	63.95%
TOTAL OPERATING AND CAPITAL	**$1,181,320**	**$1,131,178**	**$1,301,001**	**$1,283,586**	**($17,415)**	**(1.34%)**

Communications, Government Relations, and Equity, Culture & Belonging

2026 Budget Submission

The Communications, Government Relations and Equity, Culture & Belonging budgets comprise of these areas as well as Strategic Planning.

These areas include several key positions that support diverse and priority functions of the corporation and community. These positions include the Director of Communications, Government Relations and Strategic Planning, a Communications Officer and .5 of an Equity, Culture and Belonging Specialists (shared with Cornwall Police Services).

Description

The Communications, Government Relations, and Equity, Culture & Belonging (ECB) division for the City of Cornwall plays a vital role in leading the City's communication strategies, fostering productive relationships with various levels of government, and advancing equity, culture, belonging, anti-oppression, and truth and reconciliation initiatives. This division ensures transparent and effective information sharing with the public, supports advocacy and policy development with external partners, and works to create a welcoming and inclusive community culture within the city and its administration.

Key functions include:

- Leads the development and execution of the City of Cornwall’s communication efforts to ensure clear, transparent, and effective sharing of information in both official languages internally and externally with residents and interest holders.
- Fosters positive and productive relationships with all orders of government to advance the City's interests and priorities.
- Champions equity, diversity, inclusion, anti-oppression, and truth and reconciliation by developing and implementing initiatives and educational programs that foster a welcoming, inclusive, and respectful community and workplace culture. These efforts include advancing awareness and understanding through ongoing education, training, and engagement activities that promote respect for all individuals, address systemic barriers, and support meaningful reconciliation with Indigenous peoples.
- Oversees the strategic planning process, collaborating with Council and senior management to define the city’s long-term vision, goals, and measurable priorities.

- Provides advice and support to the Mayor, Council, and administration to facilitate advocacy, policy development, and public engagement.
- Ensures timely and accessible public communication about city programs, services, and initiatives, and manages media relations to maintain consistent messaging across all platforms.
- Monitors and evaluates the effectiveness of communication, government relations, and ECB strategies, recommending improvements to enhance outcomes and community trust.
- Supports the management of key projects and initiatives that further the city's mission, vision, and strategic plan, ensuring alignment across departments and with community needs.

Advancing Council's Strategic Plan/Priorities

This area takes the lead in working collaboratively with Council to develop the City's strategic plan and establish key priorities. As champions of the strategic plan alongside the CAO, this area is responsible for advancing its implementation across the corporation and ensuring Council receives regular updates on progress, promoting transparency and accountability. Communications, government relations, and equity, belonging, and culture are integral to this work: communications ensures clear and timely sharing of information both internally and externally; government relations foster productive partnerships with all levels of government to support and advocate for the City's priorities; and equity, belonging, and culture initiatives help create an inclusive, respectful environment that aligns with the City's vision and values. Together, these functions ensure that the strategic plan is not only created, but actively advanced and embedded throughout the organization.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures.

Salaries and Benefits

The decrease in salaries and benefits relates to a position change from a Communications Manager to a Communications Officer. Included in salaries are incremental and contractual increases for staff. There are no new requests for staffing in the 2026 budget.

Purchase of Goods

The increase in goods procured is attributed to budgeting for expenses such as Indigenous speaker honorariums and expenses associated with grand openings or government relations events, such as audio-visual equipment and signage.

Services and Rents

Services and rents expenses include general advertising, translation expenses, videography work and the Have Your Say platform. Conference, accommodations, meals and related transportation have been re-added this year.

The contracted salary of the Equity, Belonging and Culture Specialist is budgeted here with 50% recovered from Cornwall Police Services. The training and education budget accommodates not only external training for staff (for example, training offered by the IDEA Coalition) but expenses relating to speakers to offer training for staff within the corporation on equity, diversity, inclusion, anti-oppression, truth and reconciliation.

Financial and Transfers

There is no budget in 2026 for IT Software/Hardware – one-time purchase in 2025.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$34,174	$132,523	$297,769	$286,716	($11,053)	(3.71%)
Purchase of Goods	$304	$1,057	$0	$6,100	$6,100	100.00%
Services and Rents	$163,428	$49,606	$90,930	$194,720	$103,790	114.14%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$369	$0	$2,627	$0	($2,627)	(100.00%)
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$198,275**	**$183,186**	**$391,326**	**$487,536**	**$96,210**	**24.59%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$0	$0	$0	$0	$0	0.00%
Internal Revenue	$0	$0	$0	$47,200	$47,200	100.00%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$0**	**$0**	**$0**	**$47,200**	**$47,200**	**100.00%**
NET OPERATING COST (TAXATION)	**$198,275**	**$183,186**	**$391,326**	**$440,336**	**$49,010**	**12.52%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$198,275**	**$183,186**	**$391,326**	**$440,336**	**$49,010**	**12.52%**

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Communications and Strategy	$198,275	$183,186	$391,326	$381,636	($9,690)	(2.48%)
Diversity and Equity	$0	$0	$0	$58,700	$58,700	100.00%
TOTAL OPERATING AND CAPITAL	**$198,275**	**$183,186**	**$391,326**	**$440,336**	**$49,010**	**12.52%**

Human Resources

2026 Budget Submission

The Human Resources function is pivotal in managing the workforce and ensuring compliance with employment laws. Responsibilities include recruitment, onboarding, training and development, employee relations, payroll and benefits. Additionally, HR professionals must navigate employment laws that govern hiring practices, workplace safety, benefits, compensation, and anti-discrimination measures. In Ontario, these laws are primarily outlined in the Employment Standards Act, 2000 (ESA), which sets minimum standards for employment conditions. Compliance with the Occupational Health and Safety Act (OHSA) is crucial in ensuring workplace safety. Human Resources ensures that the workplace is fair, safe, and compliant with all legal requirements, thereby protecting both employees and the organization.

Description

Human Resources is the Peopling department for the City of Cornwall, supporting approximately 1,000 employees (700 FT and 200PT) in all municipal service areas. Its mission is to find, train, develop, support, and motivate City employees to enable them to provide the best possible service to the citizens of Cornwall.

The Human Resources department is integral in fostering a positive and productive work environment. It oversees recruitment, ensuring that the city attracts and retains talented individuals who are committed to public service. Human Resources also manages comprehensive training and development programs, equipping employees with the skills and knowledge necessary to excel in their roles.

Human Resources continues to play a pivotal role in fostering a healthy, engaged, and resilient municipal workforce. By providing guidance and support to employees and business units, Human Resources ensures that employees are equipped to thrive both personally and professionally. Investments in training, respectful workforce initiatives, and employee recognition further reinforce a culture of inclusion and continuous improvement. These efforts are aimed at enhancing employee satisfaction and retention but also contribute to the delivery of high-quality public services. The 2026 budget reflects a continued commitment to these priorities, ensuring that Human Resources remains a strategic partner in supporting the wellbeing of all municipal employees.

Employee Relations is another critical function, where Human Resources works to maintain harmonious workplace dynamics and resolve any conflicts that may arise. This includes administering employee benefits and compensation, ensuring that all staff receive fair and competitive remuneration.

There are four different Unions with eight bargaining units that represent approximately 86% of the full-time regular workforce. Human Resources plays a crucial role in labour relations, negotiating collective agreements, and ensuring compliance with labour laws and union contracts.

Additionally, Human Resources is responsible for implementing and upholding workplace policies that promote safety, diversity, and inclusion. By adhering to the relevant legislation, Human Resources ensures that the City of Cornwall remains a fair, safe, and compliant workplace

Key Goals of Human Resources:

1. Attract and retain talent through the further development of competitive recruitment strategies and foster a positive work environment to retain skilled employees.
2. Promote employee wellbeing and development by ensuring a safe, respectful, and inclusive workplace. And providing or facilitating training, professional development, and career advancement opportunities aligned with municipal service needs.
3. Ensure compliance with collective agreements and applicable laws and mitigate risk through continued policy and procedure development and revision.
4. Negotiate and finalize collective agreements for five of the collective bargaining units (ATU, ONA, CUPE 1792, CUPE 3251, CUPE 5734).
5. Strengthen organizational culture by promoting transparency and accountability, and redeveloping employee engagement and recognition programs.
6. Optimize performance management by supporting business units in fair and consistent performance evaluation and aligning employee goals with departmental and municipal strategic objectives.
7. Develop strategic workforce planning by analyzing workforce trends and planning for future staffing needs and supporting succession planning and organizational resilience.

Advancing Council's Strategic Plan/Priorities

The Human Resources department plays a pivotal role in aligning with Council's Strategic Priorities. Human Resources strengthens community connections within the workplace, fostering a sense of belonging and engagement among city employees. The department also implements sustainable practices and promotes a culture of environmental responsibility within the City's workforce. Furthermore, as part of Pillar 4, the department prepares the municipal workforce for future challenges and opportunities by investing in continuous learning, technological advancements, and innovative solutions.

Together, these efforts aim to enhance the quality of life for all residents and employees, making Cornwall a more inclusive, sustainable, and forward-thinking community.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the department.

Salaries and Benefits

Through the 2026 budgeting process, it is proposed that the department be realign so that the General Manager position and a Manager position be consolidated into one position. This represents a reduction of 1 FTE for 2026. Salaries and benefits will increase by $19,900 when compared to the 2025 budget. This is attributable to the reduction of one Manager which is offset by step and general wage increases.

Purchase of Goods

Purchase of goods has decreased by $52,000 or 88.14%. In 2025, there was a one-time purchase for Disability Management Software in the amount of $50,000.

Services and Rents

Human Resources will be finalizing renewal collective agreements with five (5) locals in 2026 (ATU, ONA, CUPE 1792, CUPE 3251, CUPE 5734). Operational flexibility inside the parameters of the collective agreements and clarification of ambiguous language will be sought. With Labour Relations and Legal Services supporting negotiations there has been a reduction of $200,000. There is also a reduction in consulting services by $125,000. In 2025, the department completed its Operational Review.

Financial and Transfers / Internal Revenue

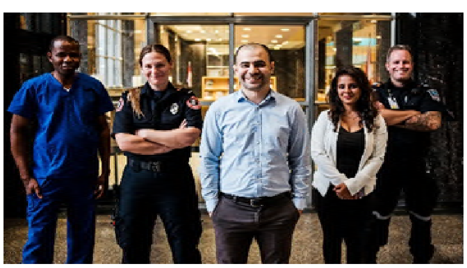
The WSIB (Workplace Safely and Insurance Board) budget has increased by $300,000 or 25% to align with actuals. Human Resources supports the cost of WSIB expenses; however, an offsetting internal revenue is recognized as these costs are recovered from the associated departments. There is a reduction in IT software of $105,940. In 2025, the department budgeted for Workforce Management Software.

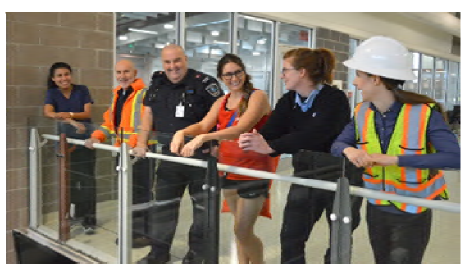
Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,707,374	$1,647,222	$2,357,434	$2,377,334	$19,900	0.84%
Purchase of Goods	$14,377	$3,291	$59,000	$7,000	($52,000)	(88.14%)
Services and Rents	$844,886	$515,884	$722,950	$428,016	($294,934)	(40.80%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$1,482,750	$1,241,262	$1,349,885	$1,543,945	$194,060	14.38%
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$4,049,387**	**$3,407,659**	**$4,489,269**	**$4,356,295**	**($132,974)**	**(2.96%)**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,650	$0	$0	$0	$0	0.00%
Internal Revenue	$1,455,932	$1,196,689	$1,200,000	$1,500,000	$300,000	25.00%
Contribution from Reserves	$15,000	$0	$0	$0	$0	0.00%
Subtotal	**$1,472,582**	**$1,196,689**	**$1,200,000**	**$1,500,000**	**$300,000**	**25.00%**
NET OPERATING COST (TAXATION)	**$2,576,805**	**$2,210,970**	**$3,289,269**	**$2,856,295**	**($432,974)**	**(13.16%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$2,576,805**	**$2,210,970**	**$3,289,269**	**$2,856,295**	**($432,974)**	**(13.16%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Human Resources Administration	$749,754	$657,127	$716,921	$467,591	($249,330)	(34.78%)
Employee Development	$990,914	$856,133	$1,358,064	$1,133,594	($224,470)	(16.53%)
Payroll and Benefits Administration	$836,137	$697,710	$1,214,284	$1,255,110	$40,826	3.36%
TOTAL OPERATING AND CAPITAL	**$2,576,805**	**$2,210,970**	**$3,289,269**	**$2,856,295**	**($432,974)**	**(13.16%)**





Financial Services

2026 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, 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.

Description

Financial Services is responsible for overall financial administration. 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.

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.

Advancing Council’s Strategic Plan/Priorities

The City of Cornwall's Strategic Plan emphasizes the importance of providing effective services and infrastructure to create a welcoming community.

Financial Services plays a key role in advancing these goals by ensuring the City's financial stability and supporting various initiatives outlined in the Plan. By managing the City's budget, tax collections, and financial reporting, Financial Services assists in allocating resources efficiently and transparently, enabling the City to invest in key areas such as infrastructure development, workforce enhancement, and housing improvements.

In addition to these responsibilities, Financial Services also provide critical financial information that supports informed decision-making. This includes detailed reports on year-over-year changes in the budget, which help identify trends and areas for improvement. By analyzing these changes, the City can make strategic adjustments to its financial planning, ensuring that resources are allocated in a way that aligns with Council's priorities and supports the overall vision for a sustainable and thriving community.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Financial Services department.

Salaries and Benefits

The increase to salaries and benefits represents incremental and contractual obligations. There are no new requests for staffing in the 2026 budget.

Purchase of Goods

The purchase of goods budget is related to stationery supplies, the mailing of tax bills and accounts payable cheques. As the City continues to upgrade its systems, these documents will be provided through portals or direct emailing.

Services and Rents

Services and rents include the lease for office space at the Civic Complex, auditing services, and funds for staff development. Overall, services and rents have decreased by $22,178 or 7.01%. The net change is related to decrease in the cost for adjuster fees related to insurance matters.

Revenue

The decrease in fees and charges revenue is related to the recovery for services provided to Parking, Transit, Tourism, and Police Services which is now recorded as internal revenue.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,336,130	$2,005,385	$2,200,675	$2,350,572	$149,897	6.81%
Purchase of Goods	$31,640	$36,739	$16,000	$14,450	($1,550)	(9.69%)
Services and Rents	$370,436	$196,173	$316,191	$294,013	($22,178)	(7.01%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$34,203	$48,092	$24,420	$25,000	$580	2.38%
Contribution to Reserves	$50,000	$50,000	$50,000	$0	($50,000)	(100.00%)
Subtotal	**$2,822,409**	**$2,336,389**	**$2,607,286**	**$2,684,035**	**$76,749**	**2.94%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$237,332	$210,340	$245,336	$173,400	($71,936)	(29.32%)
Internal Revenue	$0	$0	$0	$90,611	$90,611	100.00%
Contribution from Reserves	$0	$55,000	$0	$0	$0	0.00%
Subtotal	**$237,332**	**$265,340**	**$245,336**	**$264,011**	**$18,675**	**7.61%**
NET OPERATING COST (TAXATION)	**$2,585,077**	**$2,071,049**	**$2,361,950**	**$2,420,024**	**$58,074**	**2.46%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$2,585,077**	**$2,071,049**	**$2,361,950**	**$2,420,024**	**$58,074**	**2.46%**

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST

FOR THE YEARS 2026 - 2035

FINANCIAL SERVICES

In thousands$

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Upgrade Accounting / Budgeting Systems					160					160
Asset Management Plan				250					250	
Total Capital:	**$ -**	**$ -**	**$ -**	**$ 250**	**$ 160**	**$ -**	**$ -**	**$ -**	**$ 250**	**$ 160**

Non-Departmental

2026 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.

Revenue

The chart below outlines the changes in Revenue from the 2025 budget to the 2026 budget submission.

Description	2025 Budget	2026 Submission	$ Change
Taxation In the proposed budget, revenue from property taxes would increase by $5,024,917 (5.32%). This represents an increase of $163.16 (5.25%) to the average residential property.	$94,404,479	$99,429,396	$5,024,917
Payments in Lieu, Supplementary Taxation & Growth Payments in Lieu of taxation will see an increase of $134,652. It is expected that supplementary taxation will decrease by $2,997,600 in 2026 (2025, $3,824,507), with growth budgeted at $3,131,676 for 2026. Grants for school portion keep, SLC, and other PIL is estimated to increase by $576.	$5,205,500	$5,340,152	$134,652
Provincial and Federal Grants The 2026 OMPF allocation is $4,859,600 (2025, $4,702,300). From information provided by SDG, POA revenue is declining. For 2026 the City budgeted $102,700 (2025, $310,000).	$5,012,300	$4,962,300	($50,000)
Fee, Service Charges & Misc Revenue Includes Investment Income, Interest on Taxes, and miscellaneous other revenue. In 2025, the City utilized $800,000 from Reserves to offset increases in the operating budget (specifically in salaries). For 2026, the City is expecting less investment income at $1.4 million.	$5,324,423	$3,083,860	($2,240,563)
Total Revenue	**$109,946,702**	**$112,815,708**	**$2,869,006**

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$0	$210,617	$0	$0	$0	0.00%
Purchase of Goods	$0	$0	$0	$0	$0	0.00%
Services and Rents	$315,119	$112,220	$6,595	$60,000	$53,405	809.78%
Financing LTD Principal & Interest	$0	$0	$444,985	$0	($444,985)	(100.00%)
Financial and Transfers	$1,181,123	$761,974	$1,455,384	$1,703,825	$248,441	17.07%
Contribution to Reserves	$5,293,814	$3,202,461	$4,192,017	$3,969,000	($223,017)	(5.32%)
Subtotal	**$6,790,056**	**$4,287,272**	**$6,098,981**	**$5,732,825**	**($366,156)**	**(6.00%)**
REVENUE						
Taxation	$89,774,140	$70,803,359	$94,404,479	$99,429,396	$5,024,917	5.32%
Payments in Lieu & Supplementary & Growth	$2,302,610	$1,564,735	$5,205,500	$5,340,152	$134,652	2.59%
Provincial and Federal Grants	$4,810,171	$3,562,599	$5,012,300	$4,962,300	($50,000)	(1.00%)
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$5,509,099	$2,578,642	$4,524,423	$3,083,860	($1,440,563)	(31.84%)
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$99,043	$839,736	$800,000	$0	($800,000)	(100.00%)
Subtotal	**$102,495,063**	**$79,349,071**	**$109,946,702**	**$112,815,708**	**$2,869,006**	**2.61%**
NET OPERATING COST (TAXATION)	**($95,705,007)**	**($75,061,799)**	**($103,847,721)**	**($107,082,883)**	**($3,235,162)**	**3.12%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**($95,705,007)**	**($75,061,799)**	**($103,847,721)**	**($107,082,883)**	**($3,235,162)**	**3.12%**

Financial and Transfers

The chart below outlines the changes in Expenditures from the 2025 budget to the 2026 submission.

Description	2025 Budget	2026 Submission	$ Change
Taxes Written off	$250,000	$250,000	-
Tax Increment Grants	557,302	778,966	221,664
Property Assessment	505,716	519,200	$13,484
Charitable Rebate Program	142,366	155,659	13,293
Other Financial/Telephone Lines	6,595	60,000	$53,405
Debt Payments			-
Land Mobile Radio Upgrade	444,985		($444,985)
Contribution to Reserves			-
Interest Income	857,000	668,000	($189,000)
Capital Levy	1,397,000	1,397,000	-
Life Cycle Costing	589,603	750,000	$160,397
Municipal Interest	1,128,414	734,000	(394,414)
Repayment to Working Reserves		200,000	$200,000
WSIB Schedule 2	220,000	220,000	-
Total	**$6,098,981**	**$5,732,825**	**($366,156)**

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 2026 tax year will be based on the fully phased-in January 1, 2016 current values. There will be no phased-in growth in 2026. For the City of Cornwall, 15,800 (96.64%) of 16,349 residential properties will not have a property assessment change from 2025.

Information Technology, Innovation, Digitization and Special Projects

2026 Budget Submission

The Information Technology, Innovation, Digitization and Special Projects department plays a vital role in modernizing and supporting the City's operations. Through robust IT infrastructure and services—including network management, cybersecurity, and end-user support—the department ensures reliable access to corporate applications and technical platforms. It also leads the development and maintenance of custom applications and systems that streamline municipal workflows, such as permitting, asset tracking, and public service portals.

Innovation and digitization are central to transforming how the City delivers services. The department champions initiatives like smart city technologies, digital forms and workflows, and data-driven decision-making tools to improve efficiency and transparency. Special Projects often involve cross-departmental collaboration to implement strategic solutions—such as integrating GIS mapping into emergency response planning or piloting AI-based analytics for infrastructure maintenance. Together, these pillars enable the City to evolve with technology while enhancing service delivery for residents and staff.

Description

The department is dedicated to advancing the City of Cornwall's digital transformation through strategic initiatives that harness technology to improve internal operations and public services. This includes maintaining secure and resilient infrastructure, deploying cloud-based platforms for remote collaboration, supporting enterprise applications like financial systems and GIS mapping, pilot programs such as smart sensor deployment for facilities monitoring, and exploring AI-driven analytics to enhance decision-making. Digitization efforts focus on converting paper-based workflows into digital formats—like online permit applications, automated service requests, and e-signature integration—making services more accessible and efficient.

Key Goals

1. Commitment to technological innovation and infrastructure to support City services and continued investment in IT Security.

2. Leverage technological advancements and tools to support departmental needs and realize efficiencies to elevate users.
3. Create and foster an environment of openness, collaboration and innovative thinking throughout all departments.
4. Maintain a high degree of cybersecurity including awareness and pro-active action.

Advancing Council's Strategic Plan/Priorities

Based on the City of Cornwall's Strategic Priorities for 2022–2026, the Information Technology, Innovation, Digitization and Special Projects department plays a pivotal role in advancing the city's vision of becoming “Future Ready” and achieving net-zero emissions by 2050. Moving to cloud infrastructure can be a transformative strategy for municipalities aiming to achieve net-zero emissions. Unlike traditional on-premises systems, cloud computing centralizes data processing in highly optimized data centers that consume significantly less energy and produce fewer greenhouse gas emissions. Cloud computing can improve energy efficiency by up to 93% and reduce emissions by 98% compared to legacy IT infrastructure. This shift not only minimizes the environmental footprint of municipal operations but also reduces the need for physical hardware, thereby cutting down on electronic waste and energy-intensive maintenance.

For municipalities like Cornwall, cloud modernization aligns directly with strategic climate goals outlined in the Cornwall Climate Action Plan. These plans emphasize reducing emissions from municipal operations by 45% by 2030 and achieving net-zero by 2050. Cloud infrastructure supports these targets by enabling smarter resource allocation, scalable digital services, and integration with renewable energy sources. Additionally, cloud platforms facilitate real-time data analytics and remote collaboration, which can streamline operations and reduce the carbon footprint associated with commuting and paper-based workflows. Cornwall's IT department is actively exploring cloud modernization as a cornerstone of its sustainability and disaster recovery strategy. By embracing cloud technologies, municipalities not only enhance operational efficiency but also demonstrate environmental stewardship positioning themselves as future-ready organizations committed to climate resilience and innovation.

Furthermore, the department has been instrumental in deploying digital tools like Cornwall Connect, which streamlines service requests and enhances responsiveness across municipal operations. With over 1,400 requests processed and a high adoption rate of AI tools such as Microsoft Copilot, the department exemplifies how technology can drive efficiency and citizen engagement.

The strategic plan's Pillar 4, “Cornwall: Future Ready”, calls for leveraging regional influence, becoming an employer of choice, and transforming growth through innovation. The IT and Innovation team directly supports these goals by modernizing infrastructure, enabling data-driven decision-making, and fostering a culture of continuous improvement. Their collaboration with departments on projects like the new municipal website and digital permit systems reflects a commitment to transparency, accessibility, and service excellence.

In essence, the department serves as a backbone for Cornwall's strategic transformation—bridging operational needs with visionary goals. Whether through smart technology adoption, digital service delivery, or strategic partnerships, their contributions are not just technical but foundational to building a resilient, inclusive, and innovative Cornwall.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Information Technology, Innovation, Digitization and Special Projects department.

Salaries and Benefits

Through the 2026 budgeting process, salaries and benefits are proposed to be reduced by $84,893 or 7.24%. This represents a reduction of 1 FTE position, one supervisory position ($136,291) and normal year over year wage increases. The impact on internal service levels should be minimal with proper re-distribution and strengthening processes and workflows.

Purchase of Goods

ITT's Purchase of Goods remains normal year over year. The decrease of $77,739 or 53.18% is driven by departments not requiring as much IT hardware as in 2025.

Services and Rents

Overall, services and rents have increased by $174,267or 6.66%. The net change is related to year over year price adjustments for corporate/departmental software/annual licensing maintenance and the addition of additional cybersecurity tools. Additional drivers include an increase of $54,000 to internet connectivity to support the new Fire HQ, Arts Centre, Massey Commons, new housing build on Pitt Street, $44,000 for a lease agreement for the Seaway building office space, $30,000 in special projects for 2026 (funded from reserves), $40,000 to support the roll-out of Microsoft CoPilot licensing to all supervisory, management, and senior management positions and an investment of $20,000 to support professional development to ensure staff skillsets are maintained and allow them to maximize technology investment and new process development. These investments continue to be crucial for enhancing our digital infrastructure and ensuring we meet our strategic goals effectively.

Contribution to Reserves

A $50,000 contribution to reserves is being made. The contribution to reserves is for IT capital infrastructure at $30,000 and infrastructure lifecycle replacements at $20,000.

Revenue

The recovery for departmental hardware and software items decreased by $144,422 or 11.71%. As costs flow through ITT and are charged back to the respective departments, the decrease in departmental software and hardware costs are primarily driving this reduction. These costs are recovered through Internal Revenue. The $30,000 Contribution from Reserves is to support a Cloud virtual machine pilot project.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,141,581	$859,601	$1,172,741	$1,087,848	($84,893)	(7.24%)
Purchase of Goods	$248,450	$165,711	$146,179	$68,440	($77,739)	(53.18%)
Services and Rents	$1,846,991	$2,138,594	$2,618,342	$2,792,609	$174,267	6.66%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$9,412	$8,064	$0	$0	$0	0.00%
Contribution to Reserves	$130,790	$70,000	$70,000	$50,000	($20,000)	(28.57%)
Subtotal	**$3,377,224**	**$3,241,970**	**$4,007,262**	**$3,998,897**	**($8,365)**	**(0.21%)**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$0	$0	$0	$0	$0	0.00%
Internal Revenue	$938,277	$749,470	$1,233,139	$1,088,717	($144,422)	(11.71%)
Contribution from Reserves	$127,900	$60,790	$50,000	$30,000	($20,000)	(40.00%)
Subtotal	**$1,066,177**	**$810,260**	**$1,283,139**	**$1,118,717**	**($164,422)**	**(12.81%)**
NET OPERATING COST (TAXATION)	**$2,311,047**	**$2,431,710**	**$2,724,123**	**$2,880,180**	**$156,057**	**5.73%**
CAPITAL						
Gross Capital	$0	$0	$800,000	$0	($800,000)	(100.00%)
Capital Funding	$0	$0	($800,000)	$0	$800,000	(100.00%)
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$2,311,047**	**$2,431,710**	**$2,724,123**	**$2,880,180**	**$156,057**	**5.73%**

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
ITT SERVICES
In thousands$

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
ITT Services										
ITT Master Plan				100					100	
Corporate Wireless and Connectivity										
Corporate Data Storage		100				100				
Hosts for Virtual Servers		200				200				
Digital Transformation Phase 3										
Total Capital:	**$ -**	**$ 300**	**$ -**	**$ 100**	**$ -**	**$ 300**	**$ -**	**$ -**	**$ 100**	**$ -**

2026 BUDGET SUBMISSION

SHARED SERVICES

- ONTARIO WORKS
- CHILDREN'S SERVICES
- COMMUNITY HOUSING
- GLEN STOR DUN LODGE
- CORNWALL SDG PARAMEDICS SERVICES

Cornwall
ONTARIO CANADA

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Ontario Works

2026 Budget Submission

The Ontario Works Division provides support to residents of Cornwall and SDG by providing income support for qualified residents in temporary need of assistance. Ontario Works recipients may also be eligible for discretionary benefits (dental, vision care, dentures, prosthetics, etc.).

Basic funeral and burial coverage is provided to residents with insufficient estate funds to cover these costs. The *Public Hospitals Act* and *Anatomy Act* also requires municipalities to cover these expenses for persons who die in hospital and unclaimed bodies.

Human Services Integration is the Province's long-term vision which is intended to ensure all low-income residents (not just those in receipt of social assistance) can access caseworker support and a range of local human services. The OW division provides case management supports focused on achieving life stabilization. This includes undertaking need assessments with clients, developing a service plan to address them, and referring and connecting clients to "life stabilization" supports and service providers for health and mental health, housing, childcare, legal assistance, etc.

Integrated Employment Services (formerly Employment Service Transformation) have now been fully implemented across the province. The Ontario Works Division works closely with the service system manager, WCG, and the Employment Ontario service providers to ensure our mutual clients receive the necessary employment supports to help them reach their full potential.

As approved by both City and County councils, the Community Safety and Well-Being plan is now being administered in-house and has been incorporated into this budget.

Description

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

Key Goals

1. Provide income assistance and life stabilization supports.
2. Maintain program integrity and accountability.
3. Ensure fiscal responsibility for provincial and municipal tax dollars.

Advancing Council's Strategic Plan/Priorities

Services to clients provided by Ontario Works (OW) supports the City's priority of fostering a community where residents and businesses trust our City, feel engaged, and thrive by being welcomed and safe. OW staff support and coach clients towards life stabilization by providing personalized service and helping them navigate the broader system of supports and services available within the community.

Additionally, Ontario Works fosters community connections through participation on community committees and collaborating with other local service providers. We work closely with the Employment Ontario service providers to ensure that clients receive seamless and fulsome services through their journey towards life stabilization.

Ontario Works provides a welcoming environment for all clients. We provide bilingual serves (English/French) and will arrange for translation services to serve clients in other languages. Our city is diverse -- as are our clients. Our Case Managers take the time to get to know clients to ensure they are receiving the range of services and supports that are responsive to their unique needs and address the barriers to success.

Commentary / Budget Variances

Salaries and Benefits

The reduction in this area reflects lower staffing requirements due to operational changes, including declining caseloads.

Purchase of Goods

The minor increases in this area are primarily due to anticipated client needs, and the addition of the Community Safety and Well Being program being delivered through this budget.

Services and Rents / Internal Revenue

The minor increase in this area is primarily due to the addition of the Community Safety and Well Being program being delivered through this budget. It is important to note that employment related expenses continue to decrease as these supports to clients are now mainly covered through Employment Ontario.

Financial and Transfers

There is no notable change in this area of the budget. OW benefits to clients are 100% provincially funded.

Revenue

Provincial funding is received from the Ministry of Children, Community and Social Services (MCCSS). The cost of OW benefit administration is cost shared (50/50) by MCCSS and the Service Manager (United Counties of SDG and the City). The reduction in Provincial and Federal Grants is associated with the reduction in administrative operating expenditures. Contribution from reserves has been included to offset the costs for OW program delivery to the tax base.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$3,622,035	$2,505,879	$3,690,260	$3,475,308	($214,952)	(5.82%)
Purchase of Goods	$12,071	$6,567	$18,550	$22,150	$3,600	19.41%
Services and Rents	$661,134	$384,546	$661,485	$721,847	$60,362	9.13%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$19,225,775	$14,465,698	$19,925,215	$19,860,140	($65,075)	(0.33%)
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$23,521,015**	**$17,362,690**	**$24,295,510**	**$24,079,445**	**($216,065)**	**(0.89%)**
REVENUE						
Provincial and Federal Grants	$22,268,410	$16,651,845	$23,014,493	$22,817,720	($196,773)	(0.85%)
Other Municipalities	$601,651	$443,763	$591,677	$583,675	($8,002)	(1.35%)
Fees, Service Charges, & Misc Revenue	$24,947	$11,904	$0	$0	$0	0.00%
Internal Revenue	$48,532	$34,992	$46,655	$144,207	$97,552	209.09%
Contribution from Reserves	$130,000	$215,000	$215,000	$108,000	($107,000)	(49.77%)
Subtotal	**$23,073,540**	**$17,357,504**	**$23,867,825**	**$23,653,602**	**($214,223)**	**(0.90%)**
NET OPERATING COST (TAXATION)	**$447,475**	**$5,186**	**$427,685**	**$425,843**	**($1,842)**	**(0.43%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$447,475**	**$5,186**	**$427,685**	**$425,843**	**($1,842)**	**(0.43%)**

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Children’s Services

2026 Budget Submission

The Children’s Services Division is responsible for planning and oversight of the local Child Care and Early Years system within Cornwall and SDG. In this role, Children’s Services maintains service contracts with 12 operators for 36 sites and oversees Licensed Home Child Care, for up to 10 sites. This area of Human Services monitors childcare provider compliance, in accordance to Ministry of Education funding guidelines.

One of the most recent changes for Children’s Services is the continued implementation of the Canada Wide Early Learning and Child Care (CWELCC) program and the new funding formula. Through the oversight of CWELCC, this functional area: distributes operating funding to childcare providers enrolled in CWELCC. In addition, the Ministry of Education provides funding for areas such as capacity building, special needs resourcing and childcare fee subsidy.

Children’s Services also oversees specialized programing such as Child and Family Support Programs available via EarlyON centres and special needs resourcing services to childcare operators (SNR).

Description

Ensures that families have access to a range of quality Child Care and Early Years programs. Supports the creation of new licensed childcare spaces that enables parents to go to work or school while their children benefit from quality early learning programs.

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.

Advancing Council’s Strategic Plan/Priorities

Children’s Services plays an integral role in fostering community connections and making Cornwall future ready. Children’s Services collaborates with community partners to ensure that services, both childcare and EarlyON programs, are available to families within our neighbourhoods thus fostering a sense of belonging, connectivity, and engagement of those who participate in the programs.

The Early Years Planning Table, with representation from 20 community agencies, is chaired by the Children’s Services division. This planning table supports the development of a 5-year service plan, as well as the local priorities that are embedded in the plan. Community partnerships and on-going data collection ensure that all voices are heard and represented thus fostering a community in which the City is trusted and everyone feels they are engaged and valued.

Through the development of a childcare growth plan, Children's Services is supporting the City to be future ready and position itself as a top destination for families to settle and grow. When families have access to quality and affordable early learning, more parents can participate in the workforce thus fueling the local economy.

Child Care and Early Years services that are provided by and/or supported by the Children's Services division reflect the diversity of our city. The Special Needs Resourcing Team (SNR) supports inclusion throughout the childcare and early years system; thus, ensuring that all children off all abilities have the best start in their education journey. Quality, inclusive early learning and childcare programs support healthy child development and have a positive impact on the long-term success of our youngest citizens.

Commentary / Budget Variances

Salaries and Benefits

The reduction in this area reflects lower staffing requirements due to operational changes, including declining caseloads.

Purchase of Goods

The slight decrease in this area is due to the continued implementation of electronic document management as well as anticipated need.

Services and Rents

The increase in this area is a direct result of the continued implementation of the Canada Wide Early Learning and Child Care program (CWELCC) which includes an increase to offset the further reduction in childcare fees as well as funding to support childcare expansion within the CWELCC program. There has also been a realignment of accounts to better accommodate current Ministry Funding structure.

Revenue

Due to the Ministry of Education's implementation of a new funding formula, the City's funding allocation in Children Services has increased, however, the formula has additional cost-sharing requirements, increasing the municipality's mandatory contributions to the Children Services budget. The City now receives a CWELCC cost-based allocation, as well as an allocation for local priorities, which includes child-care fee subsidy, special needs resourcing and general operating funding for eligible programs and services. We also receive parent fees through our directly operated Home Child Care agency which we expect to decrease slightly due to the anticipated final CWELCC rate decrease.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,176,188	$910,679	$1,421,156	$1,411,068	($10,088)	(0.71%)
Purchase of Goods	$15,082	$3,120	$10,630	$9,390	($1,240)	(11.67%)
Services and Rents	$20,944,948	$17,346,334	$20,695,288	$26,774,028	$6,078,740	29.37%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$17,333	$10,022	$19,335	$19,160	($175)	(0.91%)
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$22,153,551**	**$18,270,155**	**$22,146,409**	**$28,213,646**	**$6,067,237**	**27.40%**
REVENUE						
Provincial and Federal Grants	$17,734,972	$17,371,630	$17,982,941	$27,295,549	$9,312,608	51.79%
Other Municipalities	$8,986	$111,114	$148,155	$199,737	$51,582	34.82%
Fees, Service Charges, & Misc Revenue	$4,273,139	$252,438	$3,500,022	$229,000	($3,271,022)	(93.46%)
Internal Revenue	$479,225	$302,099	$459,107	$397,311	($61,796)	(13.46%)
Contribution from Reserves	$0	$95,393	$95,393	$0	($95,393)	(100.00%)
Subtotal	**$22,496,322**	**$18,132,674**	**$22,185,618**	**$28,121,597**	**$5,935,979**	**26.76%**
NET OPERATING COST (TAXATION)	**($342,771)**	**$137,481**	**($39,209)**	**$92,049**	**$131,258**	**(334.76%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**($342,771)**	**$137,481**	**($39,209)**	**$92,049**	**$131,258**	**(334.76%)**

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Housing Services

2026 Budget Submission
Housing is divided into two primary functions.

Housing Programs
This service area is responsible for housing stability and homeless programs funded in large part by the Ministry of Municipal Affairs and Housing (MMAH) and is delivered by the Housing Office at 340 Pitt Street. Funds directed to external housing providers, as per the Housing Services Act, also flow through this area. Housing stability programs includes but are not limited to rent supplements, the centralized housing wait list, Ontario Renovates, capital repair and renewal funding for external providers. Housing Rapid Response Team, and eviction prevention supports are funded via the Homelessness Prevention Program.

Housing Services
This service area oversees the direct provision of community housing, and the development of affordable housing located at 550 Ninth Street office. Housing Services directly administers 1377 units of housing across 25 properties located in Cornwall and the United Counties of SDG. Housing Services is also responsible for planning of future affordable housing development and oversees large scale housing development and capital renewal projects. This area also delivers a Rent Geared to Income rent supplement program, delivered in partnership with private landlords, supporting close to 323 households in our community.

Description
As the designated Service Manager for the City and SDG, the division is responsible for: the governance of community housing rental units provided by the City of Cornwall, external non-profit providers, and private landlords; addressing local priorities to respond to housing needs of the community; and administering provincially mandated programs. Housing Services ensures that individuals with low-to-moderate incomes, seniors, or those with special needs have access to a range of housing supports and safe, affordable housing.

Key Goals
1. To ensure a system of services and supports are 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.

Advancing Council's Strategic Plan/Priorities
In our strategic plan, an entire pillar has been dedicated to the stewardship and development of affordable housing in our community. The Housing for All Pillar and its associated objectives are in direct alignment with the goals of the Housing Services Division.

Housing's recent builds, retrofits, and capital repairs have focused on adding improvements and features that align to Pillar 3 of the strategic plan (Achieve Net-Zero by 2050). Housing is also actively planning for assessments of its facilities that support future retrofits of existing properties to support City goals related to the reduction of greenhouse gas emissions.

As stated in Pillar 4 (Cornwall – Future Ready) has seen the Hosing division play a key role in the development of community wide plans such as the Community Housing Development Plan and the 2025 Housing Needs Assessment. In 2026, Housing will lead the development of a renewed 10-year Housing and Homelessness Plan. The Manager of Housing will oversee the development of the Community Safety and Wellbeing plan for the Human Services department. The Housing Division has also been a part of advocacy efforts lead by the City to encourage Provincial and Federal support of protecting current and development of new community housing assets.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Housing Services department.

Salaries and Benefits
A third Housing Stability Coordinator (Social Worker) has been added to support eviction prevention, homelessness response, and support services at our Massey Commons housing site. There are also increases due to planned general wage increases and other contractual obligations. These additions to the budget have been offset by other reductions in staffing due to operational changes and realignment of staff to better suite program delivery and meet client needs.

Purchase of Goods
Expenses were held to trend. Increases were the result of increased operational costs for housing services, the addition of operational costs for our newly constructed property in Morrisburg and planning for onboard of our Massey Commons location.

Services and Rents
Increases reflect the cost to deliver Ministry funded programs to match funding levels and client delivery requirements. Expenditures in this area support the ongoing implementation of a winter housing solution, encampment response, and improve efficiencies and approaches to the maintenance of properties. Generally, increases reflect rising costs of operational items required to maintain community housing properties. Costs have been added to support the renewal of the 10-year Housing and Homelessness Plan – this is a mandated deliverable by MMAH. Despite changes from the province, we will continue to offer the Ontario Renovates (OR) program using funds from our OR revolving fund. Costs for OR program delivery are found in this expenditure category. Other adjustments have been made to reflect changes in program delivery due to funding guideline changes in the OPHI/COCHI program.

Financing LTD Principal & Interest
There is an increase in this area due to a full year of principal and interest for the Morrisburg construction loan. The expenses ($992K) for all housing construction loans and remaining mortgages on former CAHC are being funded by reserves for this budget to support the corporate approach for cost savings to the municipal tax base.

Financial and Transfers
Decreased due to end of mortgages for properties within the community housing portfolio. Other decreases reflect the change in Ministry Program delivery and changed OPHI/COCHI program guidelines. Increased contributions for capital repairs are associated with the Municipal Cost match to complete our CMHC funded capital projects.

Contribution to Reserves
Contribution to the regeneration reserve has been decreased to support end of mortgage planning for providers. Other reserve contributions include mandatory capital transfers for AHP properties.

Revenue
The revenue for this division is comprised of Ministry funding from MMAH, Tax Base (City/County), tenant rental revenue, and tenant charges. There is some federal funding provided via Community Housing debenture payments and mortgages. There have been increases COCHI funding while Federal Housing Funding and OPHI is down. This fiscal, the Provincial Government made significant changes to the OPHI/COCHI funding guidelines and allocations. Rental revenue for Morrisburg is now included and about 6 months of Massey Commons. A total contribution from reserve of $1,327,810 is being allocated to revenue to offset general expenditures, principal and interest on loans, and the cost 10-year plan renewal.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$4,148,531	$3,208,778	$4,604,604	$4,573,178	($31,426)	(0.68%)
Purchase of Goods	$2,407,392	$1,968,301	$2,856,381	$3,016,540	$160,159	5.61%
Services and Rents	$5,968,256	$3,810,903	$6,000,816	$6,042,214	$41,398	0.69%
Financing LTD Principal & Interest	$552,118	$472,677	$881,579	$992,300	$110,721	12.56%
Financial and Transfers	$10,553,707	$8,362,198	$11,491,214	$10,697,761	($793,453)	(6.90%)
Contribution to Reserves	$3,297,897	$1,493,950	$1,642,881	$1,455,165	($187,716)	(11.43%)
Subtotal	**$26,927,901**	**$19,316,807**	**$27,477,475**	**$26,777,158**	**($700,317)**	**(2.55%)**
REVENUE						
Provincial and Federal Grants	$7,341,082	$4,996,887	$7,233,855	$5,493,101	($1,740,754)	(24.06%)
Other Municipalities	$2,268,678	$1,700,871	$2,313,507	$2,047,746	($265,761)	(11.49%)
Fees, Service Charges, & Misc Revenue	$8,717,004	$7,080,323	$8,664,415	$10,078,728	$1,414,313	16.32%
Internal Revenue	$1,974,278	$975,983	$1,166,678	$1,226,883	$60,205	5.16%
Contribution from Reserves	$159,012	$539,357	$888,579	$1,327,812	$439,233	49.43%
Subtotal	**$20,460,054**	**$15,293,421**	**$20,267,034**	**$20,174,270**	**($92,764)**	**(0.46%)**
NET OPERATING COST (TAXATION)	**$6,467,847**	**$4,023,386**	**$7,210,441**	**$6,602,888**	**($607,553)**	**(8.43%)**
CAPITAL						
Gross Capital	$0	$0	$2,647,530	$3,569,358	$921,828	34.82%
Capital Funding	$0	$0	($2,647,530)	($3,569,358)	($921,828)	34.82%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$6,467,847**	**$4,023,386**	**$7,210,441**	**$6,602,888**	**($607,553)**	**(8.43%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Housing Programs	$1,320,875	$1,000,502	$2,004,295	$1,900,283	($104,012)	(5.19%)
Housing Services	$5,146,972	$3,022,884	$5,206,146	$4,702,605	($503,541)	(9.67%)
TOTAL OPERATING AND CAPITAL	**$6,467,847**	**$4,023,386**	**$7,210,441**	**$6,602,888**	**($607,553)**	**(8.43%)**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
HOUSING SERVICES								
Building Interior	755.84	65.00					65.00	
Building Exterior	258.98	307.25	55.81				251.44	
Infrastructure	1,612.72	3,172.11	666.42				2,505.70	
Grounds	20.00	25.00					25.00	
Total	2,647.54	3,569.36	722.22	0.00	0.00	0.00	2,847.14	0.00

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	2,647.54	1,298.33				1,349.21	
2024 Council Approved Capital	1,155.00					1,155.00	
2023 Council Approved Capital	1,781.09	236.43				1,303.67	
2022 Council Approved Capital	1,174.92						906.45
2021 Council Approved Capital	1,039.66						802.10

PROJECT NAME: **Building Interior**

FUNDING SOURCE(S): $ 65,000 Housing Services Capital Reserve Fund

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Unit Renovations ($50,000)

These renovations include a 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. This extends the lifespan of the units for future use. Renovations are planned and completed across the community housing portfolio.



Energy Efficient Appliances ($15,000)

Housing Services owns over 1800 appliances, including refrigerators and stoves. This will replace failed appliances and allow the installation of new appliances in select units that receive in-depth renovations.
New appliances include a 28" refrigerator and 24" stove. Older kitchen layouts accommodated smaller refrigerators that are no longer economical to purchase. Functional appliances are retained for redistribution.



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*Please note that the base capital budget dollars of $1,039,660 for Community Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of Community Housing to municipalities in 2000.

PROJECT NAME: **Building Exterior**

FUNDING SOURCE(S): $ 251,439 Housing Services Capital Reserve Fund
$ 55,808 CMHC
$ 307,247 Total Funding

Balcony Repairs ($121,220)

Construction Tender plus Structural Engineering Consultant Report, Engineering Design, and Contract Administration to implement required balcony repairs. Sunset Towers is a 10-storey apartment building located at 120 Augustus St, Cornwall. The building is 47 years old, and its concrete balconies have deteriorated and require repairs on a 5–10-year cycle. Balconies were last repaired in 2014. A chunk of concrete fell off a second-floor balcony in 2024. This is a safety hazard and potential liability.



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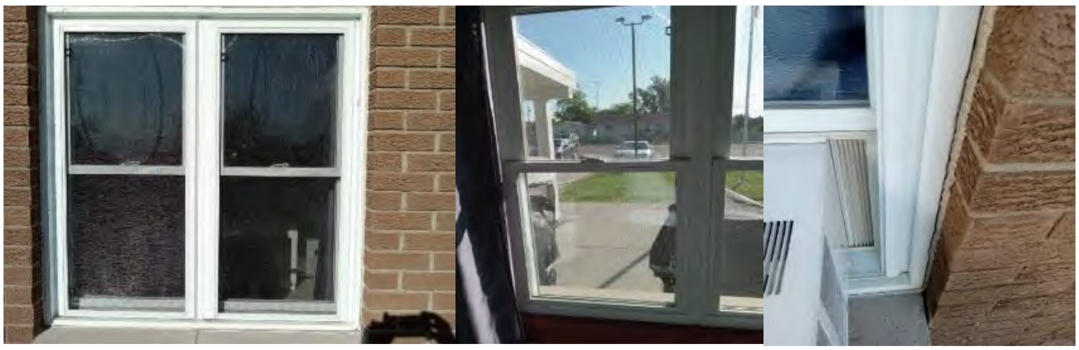
*Please note that the base capital budget dollars of $1,039,660 for Community Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of Community Housing to municipalities in 2000.

Window Replacement ($178,507)
Energy efficiency report, engineering design and contract administration and construction costs to replace existing windows at 113 Lochiel St, Alexandria with new energy efficient windows. Existing windows are 28 years old. They are difficult to operate and lock which makes them prone to drafts and heat loss.

This project will provide improved energy efficiency and increased occupant comfort. Consultant to confirm this work meets energy efficiency and GHG reduction criteria, per CMHC funding requirements.



Masonry Repairs ($7,520)

Investigation and Engineering Condition Report for of damaged brick veneer at Alexandria to improve energy efficiency and extend useful life of exterior wall assembly. Identified as a Health and Safety Concern in the 2023 Building Condition Assessment.

This project will provide improved energy efficiency and extend the useful life of the exterior wall assembly. Consultant to confirm this work meets energy efficiency and GHG reduction criteria, per CMHC funding requirements.

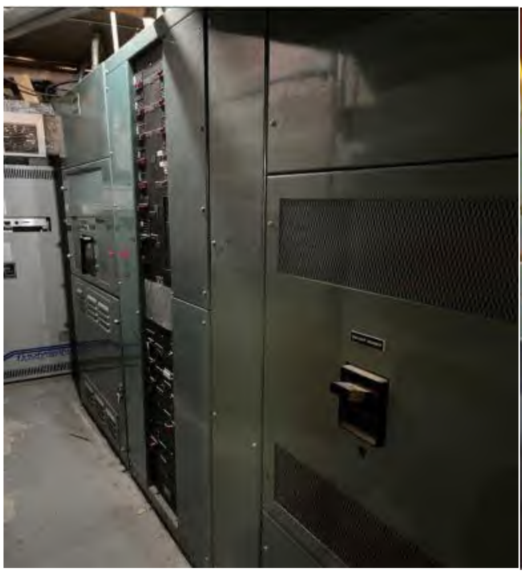
*Please note that the base capital budget dollars of $1,039,660 for Community Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of Community Housing to municipalities in 2000.

PROJECT NAME: **Infrastructure**

FUNDING SOURCE(S): $ 2,505,696 Housing Services Capital Reserve Fund
$ 666,415 CMHC
$ 3,172,111 Total Funding

Electrical Distribution System ($95,655)

Preventative maintenance including thermal imaging and non-destructive testing of the main switchboard and electrical distribution equipment at 24 Augustus Street has identified that the 4,000A Westinghouse main circuit breaker requires replacement. This circuit breaker could trip and not reclose or not trip at all. The 10-storey apartment tower is 47 years old and contains 150 senior apartments. The main circuit breaker is the same age as the building. 15 Edward St experienced an unplanned power outage in 2024 due to electrical equipment malfunction. This is a safety hazard and potential liability issue.



Heat Pumps ($2,226,456)

Energy efficiency report, engineering design, contract administration, and construction costs to provide heat pumps to replace forced-air gas furnaces at 170 family units, including: Birmingham, Marlborough, Lemay, and Walton Sites. Heat pumps will also be provided to replace forced-air gas furnaces in 15 family units at William and Dominion St, Alexandria. Scope of work at this site also requires an electrical service upgrade by Hydro One.

*Please note that the base capital budget dollars of $1,039,660 for Community Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of Community Housing to municipalities in 2000.

This project will provide cooling and improved energy efficiency. Consultant to confirm this work meets energy efficiency and GHG reduction criteria, per CMHC funding requirements. This project supports the GHG reduction targets established in the City's Climate Action Plan.

This project is split into 2 phases. Phase 1 was be completed in 2025. Total project value of both phases is $3,315,000.

Hot Water and Heating Boilers ($850,000)

540 Adolphus St is a 10-storey apartment building containing 105 senior apartments. It is currently supplied with heat for space heating and domestic hot water from a combined heat and power co-generation facility. The hot water and heating system is supplied by Cornwall District Heating (Cornwall Electric) and will cease operation on September 1, 2027. An engineering report completed in 2022 identified the most cost-effective option to replace this heating source is to install high efficiency gas boilers and domestic hot water tanks. A detailed engineering design for this work will be completed in 2025.

*Please note that the base capital budget dollars of $1,039,660 for Community Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of Community Housing to municipalities in 2000.

PROJECT NAME: **Grounds**

FUNDING SOURCE(S): $ 25,000 Housing Services Capital Reserve Fund

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Parking Lot Resurfacing ($25,000)

Over half of existing parking lots at Social Housing sites are 40-60 years old. Despite regular filling of potholes, asphalt parking lots have deteriorated to the point where some sections require new asphalt. A portion of two parking lots will be repaved annually. This is a safety hazard and potential liability issue. There have been multiple falls at Social Housing sites in 2024.

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*Please note that the base capital budget dollars of $1,039,660 for Community Housing are mandated by Provincial legislation. This was done as part of the Provincial devolution of Community Housing to municipalities in 2000.

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
HOUSING SERVICES
In thousands$

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
HOUSING SERVICES										
Building Interior	65	13,684	1,808	12,467	10,277	8,943	15,208	7,842	7,842	7,842
Building Exterior	307	4,599	262	15,161	1,422	484	307	2,812	2,812	2,812
Infrastructure	3,172	11,520	664	18,468	6,077	446	1,209	4,806	4,806	4,806
Grounds	25	1,301	409	2,320	234	343	438	636	636	636
Total Capital:	**$ 3,569**	**$ 31,104**	**$ 3,143**	**$ 48,416**	**$ 18,010**	**$ 10,216**	**$ 17,162**	**$ 16,096**	**$ 16,096**	**$ 16,096**

Glen Stor Dun Lodge

2026 Budget Submission

Glen Stor Dun Lodge (GSDL) is a municipally operated long-term care home operating 132 beds. Several departments support the care provided at our long-term care facility such as: Nursing Care, Programs and Services, Dietary, and Support Services (Housekeeping, Laundry and Maintenance).

Glen Stor Dun Lodge strives to meet the targets found in the *Fixing Long-Term Care Act*. The service delivery review completed reviewed staffing levels and other efficiencies to improve services to residents. We will continue to review the impacts of the review and its associated implementation that were completed in 2025. This will enable the Lodge to assess, prioritize, and plan for the remainder of the implementation to occur over multiple years. A key priority of GSDL is to ensure optimized staffing and processes to deliver the highest quality of care and services to residents with an emotional-based care lens.

GSDL also provides Outreach programs that offer Adult Day Away Programs, Meals on Wheels, a Crisis Intervention Service, and a Telephone Assurance Program.

Key Goals

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

1. Enhancing our commitment to providing quality care to our Residents.
2. Striving towards organizational belonging and excellence.
3. Fostering community engagement.

Advancing Council's Strategic Plan/Priorities

Glen Stor Dun Lodge is more than just a Long-Term Care facility; it's home to the residents who live within its walls. The Lodge ensures respectful and dignified care and housing to those from various socio-economic backgrounds. This equitable access to care and housing is in key alignment with the Housing for All priority found within the City's strategic plan. Furthermore, as our plan dictates, we need to ensure our commitment to our role as steward of this affordable housing option for seniors and those with complex care needs in our community.

The Lodge shares the plan’s commitment to fostering community where residents trust us, feel engaged and thrive by being welcomed and safe. Our quality of care, delivered by dedicated staff, is a direct commitment to ensuring residents thrive and are safe.

The outreach programs offered by the lodge extends this commitment into our community to ensure seniors and those with complex care needs are supported, safe, and cared for.

Capital repair and renewal work at the lodge has focused on Green House Gas reduction priorities and will help the facility to align to the goal to achieve Net-Zero by 2050.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for Glen Stor Dun Lodge.

Salaries and Benefits
The decrease in salaries and benefits of $164,514 is a result of the reorganization of the schedule at the lodge. This new schedule will provide an increase to 4.1 hours of care per resident while providing a full roster of staff ensuring all scheduled shifts are occupied. This schedule derives from the Service Delivery Review recommendations. Additionally, the annual increase of wages and benefits for the employees have been incorporated for the full calendar year.

Purchase of Goods
Increases in this area of $102,738 or 5.38% are a direct result of price inflation on necessary goods (i.e. general supplies, resident supplies (briefs), medical supplies, and food for residents).

Service and Rents
There is an overall decrease in services and rents of $135,799 or 12.42% due to realignment of expenses and decreased costs under contracted services. Expenses have been reduced in multiple areas to align with trend.

Financials and Transfers
Though a decrease from the 2025 budget, the department continues to budget for technological upgrades and improvement to support direct resident care.

Contribution to Reserves
Contribution to Reserves for capital requirements has decreased by $70,200. Contributions to Reserves support ongoing lifecycle capital works.

Revenue
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, or CMI), of which the Lodge anticipates a 1.5% increase.

An overall increase in revenue is due to a general increase in funding from the Ministry to meet level of care requirements, as well as an increase in the direct care staffing supplement from the Ministry. The PSW wage enhancement funding has also been budgeted that directly offsets salary and benefit expenses. There is an increase in resident revenue, due to increased trends in rate applications.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$16,097,636	$13,403,218	$19,236,465	$19,071,951	($164,514)	(0.86%)
Purchase of Goods	$2,066,177	$1,420,991	$1,907,975	$2,010,713	$102,738	5.38%
Services and Rents	$1,957,915	$1,280,132	$1,093,373	$957,574	($135,799)	(12.42%)
Financing LTD Principal & Interest	$112,161	$211,446	$300,636	$283,172	($17,464)	(5.81%)
Financial and Transfers	$194,457	$139,810	$200,383	$127,875	($72,508)	(36.18%)
Contribution To Reserves	$300,000	$400,000	$400,000	$329,800	($70,200)	(17.55%)
Subtotal	**$20,728,346**	**$16,855,597**	**$23,138,832**	**$22,781,085**	**($357,747)**	**(1.55%)**
REVENUE						
Provincial and Federal Grants	$12,673,935	$9,431,539	$12,487,412	$12,552,774	$65,362	0.52%
Other Municipalities	$1,532,957	$1,719,729	$2,292,973	$2,306,943	$13,970	0.61%
Fees, Service Charges, & Misc Revenue	$4,081,888	$2,974,485	$4,297,891	$4,410,596	$112,705	2.62%
Internal Revenue	$151,430	$134,983	$213,323	$179,870	($33,453)	(15.68%)
Contribution from Reserves	$0	$27,882	$0	$0	$0	0.00%
Subtotal	**$18,440,210**	**$14,288,618**	**$19,291,599**	**$19,450,183**	**$158,584**	**0.82%**
NET OPERATING COST (TAXATION)	**$2,288,136**	**$2,566,979**	**$3,847,233**	**$3,330,902**	**($516,331)**	**(13.42%)**
CAPITAL						
Gross Capital	$141,073	$108,863	$715,500	$566,600	($148,900)	(20.81%)
Capital Funding	$0	$0	($606,640)	($512,200)	$94,440	(15.57%)
NET CAPITAL COST (TAXATION)	**$141,073**	**$108,863**	**$108,860**	**$54,400**	**($54,460)**	**(50.03%)**
TOTAL OPERATING AND CAPITAL	**$2,429,209**	**$2,675,842**	**$3,956,093**	**$3,385,302**	**($570,791)**	**(14.43%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Resident Services	$2,223,736	$2,461,715	$3,656,267	$3,146,080	($510,187)	(13.95%)
Outreach Programs	$205,473	$214,127	$299,829	$239,222	($60,607)	(20.21%)
TOTAL OPERATING AND CAPITAL	**$2,429,209**	**$2,675,842**	**$3,956,096**	**$3,385,302**	**($570,794)**	**(14.43%)**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING			RESERVES			TAX BASE
			GRANTS	SDG	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
GLEN STOR DUN LODGE									
Building Requirements - Internal	200.50	481.60	151.80					329.80	
Building Requirements - External	160.00	35.00		12.60					22.40
Nursing Equipment	330.00	20.00		7.20					12.80
Resident Equipment		20.00		7.20					12.80
Kitchen/Laundry Equipment	25.00								
Recreology		10.00		3.60					6.40
Total	715.50	566.60	151.80	30.60	0.00	0.00	0.00	329.80	54.40

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING			RESERVES			TAX BASE
		GRANTS	SDG	Financing	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	715.50	151.80	54.84				400.00	108.86
2024 Council Approved Capital	800.00	151.80	76.96				415.00	156.24
2023 Council Approved Capital	482.00	50.00	67.50				207.00	157.50
2022 Council Approved Capital	375.00	81.30	10.50				258.70	24.50
2021 Council Approved Capital	1,119.00	254.90	64.23	650.00				149.87

PROJECT NAME: **Building Requirements - Internal**

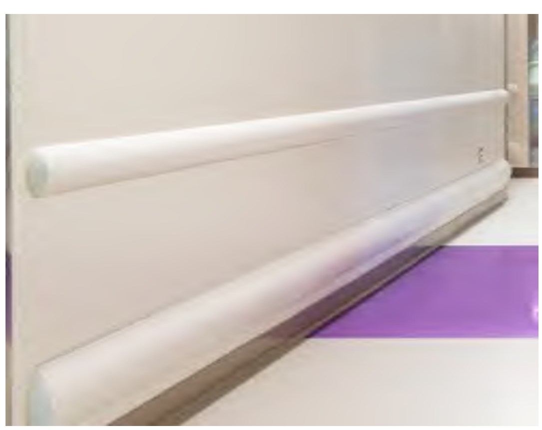
FUNDING SOURCE(S):
$ 329,800 Municipal Building Reserve
$ 151,800 Comprehensive Minor Capital Funding (MoHLTC)
$ 481,600 Total Funding

Nurse Call Bell System – ($245,800)

The current Nurse Call Bell System has now been rendered obsolete and replacement parts are no longer available. This project is being phased in over 3 years to replace the entire system. This project is funded by the Municipal Building Reserve.

Handrails – 2nd, 3rd and 4th floor ($150,000)

To replace the wood handrails with IPAC friendly materials. The handrails are made of wood and are coated with a mahogany varnish. Wood handrails are a significant surface hygiene risk, where bacteria and viruses can live for varying amounts of time. The wood handrails will be replaced with a smooth non-porous material such as vinyl or PVC which will allow for better infection control in the home. This project is funded by Comprehensive Minor Capital (MoHLTC).



Hand-Held Floor Scrubber – ($10,800)

The micro-scrubbers' orbital deck cleans hard to reach areas, congested spaces, corners, edges, narrow gaps, and around obstacles. The scrubber is more hygienic than a traditional mop. This project is funded by the Municipal Building Reserve and Comprehensive Minor Capital (MoHLTC).

Domestic Water Heaters - Building – ($37,500)

The domestic water heaters are nearing their end of life faster than the usual expectancy of 15 years. The Lodge has had to replace tanks every 8 to 10 years. This is due to the condition of the water coming into the building through the main water line. The tanks require repairs more often, ie: water leaks, sediment build-up, and normal wear and tear. These tanks were installed in 2017. One tank will be replaced in 2026, with full replacement completed over 4 years. This project is being funded by the Municipal Building Reserve.

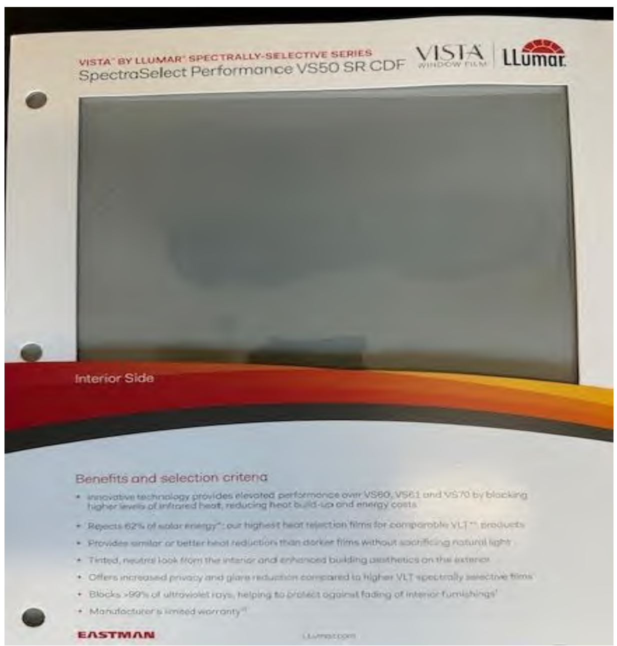
Domestic Water Heaters – Main Kitchen/Serveries – ($37,500)

As with the building water tanks, the kitchen and servery water heater tanks are nearing their end of life faster than the usual expectancy of 15 years. The Lodge has had to replace tanks every 8 to 10 years. This is due to the condition of the water coming into the building through the main water line. The tanks require repairs more often, ie: water leaks, sediment build-up. These tanks were installed in 2014. One tank will be replaced in 2026, with full replacement completed over 4 years. This project is being funded by the Municipal Building Reserve.

PROJECT NAME:	**Building Requirements - External**
FUNDING SOURCE(S):	$ 22,400 Tax Base
	$ 12,600 County
	$ 35,000 Total Funding

Window Tinting – Resident Rooms ($35,000)

A clear film is applied to the glass windows in the resident double rooms to assist the rooms to stay at the Ministry required temperature. The tint keeps the heat in the room during the winter months, and the A/C during the summer months. This project is funded by the Tax Base.



PROJECT NAME: **Nursing Equipment**

FUNDING SOURCE(S):
$ 12,800 Tax Base
$ 7,200 County
$ 20,000 Total Funding

Electric Beds - ($20,000)

Like our ceiling lift replacement program initiated in 2017, the GSDL has begun to replace older model electric beds as replacement parts are becoming obsolete. The Lodge is looking to purchase "Smart" beds. This project is funded by the Tax Base.

PROJECT NAME: **Resident Equipment**

FUNDING SOURCE(S):
$ 12,800 Tax Base
$ 7,200 County
$ 20,000 Total Funding

Arjo Sara Flex Active Lift with Scale ($20,000)

There are lifts which have been tagged "well beyond" their lifespan by the Arjo technician during their annual inspection. These lifts require replacements. This project is funded by the Tax Base.

PROJECT NAME: **Recreology**

FUNDING SOURCE(S):
$ 6,400 Tax Base
$ 3,600 County
$ 10,000 Total Funding

Snoezelen Multi Sensoryroom – ($10,000)

Snoezelen therapy is a highly effective approach for residents of long-term care as it provides a controlled multisensory environment that stimulates various senses, promotes relaxation, reduces stress and enhances overall well being. This project is funded by the Tax Base.

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
GLEN STOR DUN LODGE

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Building Requirements - Internal										
Nurse Call Systems - General Building	245.8	245.8	245.8							
Hand Rails ($25k per wing - $50k per floor)	150.0									
Resident Room Light Fixtures		50.0	50.0	50.0						
Floor Scrubber - Hand Held Unit - IPAC Cleaning	10.8									
Water Conditioners / Softener		35.0								
Wall Bumpers for All Floors ($25k per wing - $50k per floor)		50.0	50.0	50.0						
Garage Cooling System		13.1								
Fire Pumps Ground Floor Sprinkler System			55.0							
Interior Single Door - Resident Room - Replacement				600.0						
Interior Double Metal Door Replacement				100.0						
Painting Sealed Floor in Penthouse				22.0						
Vinyl Sheet Flooring - Center Cores				15.0						
Suspended Acoustic Ceiling Panels				400.0						
Custodial Sink Replacement (Replace operationally as required)				26.0						
Domestic water heaters - Kitchen and Serveries	37.5	37.5								
Service Elevator (#3) Replacement										330.0
Domestic water heaters - Penthouse	37.5	37.5	37.5	37.5						
Refrigeration Systems for Freezers and Coolers- Kitchen							120.0			
Finned Tube Radiation Units - Resident Rooms									40.0	
Sprinklers - General Building									900.0	
Standpipes - General Building									425.0	
Commercial Kitchens - Serveries									800.0	
Commercial Kitchens - First Floor									1,300.0	
Interior Single Doors - Common Areas									130.0	
Kitchen Ceramic Wall Tile Replacement									15.0	
Domestic Water Piping and Fittings - General Building									635.0	
Main Service Switchboards - Ground Floor Electrical Room									165.0	
Electrical Distribution - General Building									955.0	
Fire Alarm Systems - General Building										800.0
Building Requirements - External										
Window Tinting-Resident rooms	35.0									
Patio Resurfacing		100.0								
Retaining walls & walkways		50.0								
EIFS Repair and Paint Building		100.0								
Outdoor Furniture Replacement		10.0		10.0		10.0				
Asphalt				450.0						
Metal Framed Gazebo Replacement (Front Patio)									32.0	
Cement Walkway Repairs					30.0					
Awning - Gazebo					20.0					
Roofing - Motified Bitumen					715.0					
Split System Air Conditioning System					72.0					
Roof Access Hatches									8.0	
Natural Gas Supply Piping and Fittings									325.0	
Kitchen / Laundry Equipment										
Robocoupe Food Processer		10.0								
Dining Room Chairs, Tables & Furnishings		25.0								
Range, Oven and Open fry pot				25.0						
Condensers for Main Kitchen Fridge & Freezers				50.0						

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
GLEN STOR DUN LODGE

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Nursing Equipment										
Electric Beds – Replacement Program	20.0	50.0		50.0		50.0		50.0		50.0
Ceiling Lifts		70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0
Mattresses		10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Resident Equipment										
Lifts with Scales	20.0	20.0	20.0	20.0		20.0		20.0		20.0
Bath Tubs		50.0	50.0							
Bedroom Furniture		30.0	30.0	30.0	30.0					
Beauty Parlor Furnishings			10.0							
Recreology										
Snoezelen Multi Sensoryroom	10.0									
Total Capital:	**566.6**	**993.9**	**628.3**	**2,015.5**	**947.0**	**160.0**	**200.0**	**150.0**	**5,810.0**	**1,280.0**

Cornwall SDG Paramedic Services

2026 Budget Submission

Paramedics are employed to provide care to acutely injured or ill people. Paramedic Services also provide interfacility transfers when a patient requires medical supervision during the transport and requires the use of a stretcher. Advanced Care Paramedics and Primary Care paramedics provide care in Cornwall, and the Counties of Stormont, Dundas, and Glengarry (SDG). The level of care and acceptable response time goals are determined by council. Paramedic services are regulated and must provide care in accordance the regulations described in the *Ambulance Act*. The equipment, including the ambulances, must meet the regulations described in the *Ambulance Act*. An active quality assurance and continuous improvement program ensures safe, compliant care to every patient.

The Community Paramedic (CP) program utilizes paramedics to respond to people who reside within Cornwall, and SDG to reduce the reliance on 911 for non-emergent care needs which allows people to remain at home longer and is part of a systemic approach to reduce demands on emergency departments with care that is not urgent.

The Public Access Defibrillator (PAD) program oversees the purchase and maintenance of publicly accessible defibrillator devices, located in publicly operated buildings within Cornwall and SDG. These devices are essential to assist a person who has suffered a sudden cardiac arrest with survival.

Description

Cornwall SDG Paramedic Services, a department of the Corporation of the City of Cornwall, is the service provider responsible to answer all calls assigned to them through a centralized ambulance dispatch system for any person requesting help in the City of Cornwall, and the Counties of Stormont, Dundas, and Glengarry. Calls which are time sensitive or time critical are assigned to the closest vehicle regardless of geographic location.

The cost to operate paramedic services is shared between the Province, the Counties, and the City of Cornwall.

Key goals

1. Meet legislated responsibilities.
2. Continue to concentrate on a customer focused approach requiring budgetary support for quality care and building residual capacity.
3. Develop a plan to be forward thinking, financially responsible and sustainable to address the rate of growth.

4. Provide leadership reflective of the strategic priorities and increased workforce.
5. Maintain the current complement of Public Access Defibrillators.

Advancing Councils Strategic Plans/Priorities

The City of Cornwall's Strategic Plan is dovetailed with the feedback provided by the United Counties through a Joint Liaison Committee. As part of the Strategic Plan, efforts are undertaken to provide effective client focused, financially responsible and sustainable services.

Commentary / Budget Variances

Salaries and Benefits

Salaries and Benefits increased by $1,359,420 (6.89%). This represents a reduction of 1 FTE position, Logistics Supervisor and the addition of 0.5 Paramedic in 2025. It also includes the contractual and incremental adjustments for all employees and an increase in WSIB costs for the Service.

Purchase of Good and Services and Rents

The purchase of goods and services has been budgeted using a three year trend on costing.

Contributions to Reserves

Contributions to reserves continue using the replacement cost in the year of purchase as the amortized amount over the lifecycle of the capital asset.

Revenue

The 2026 budget increase assumes the provincial Ministry of Health will increase its contributions to Paramedic Services by 6%. This is an estimation and will only be known after budget approval. Community Paramedics are mostly funded by the Provincial Government. The funding for Community Paramedics is now considered permanent allowing for longer term goals to be established.

Capital

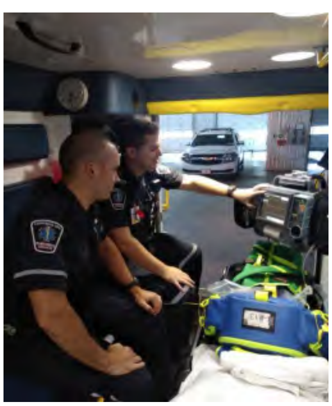
Through the Facilties department, the design phase of a base expansion will be undertaken in 2026. The need for more space is reflection of the growth in the size of the Service, as a result of, increased demand for services. Funding sources include an estimated $97,500 from development charges and an additional $152,500 from land ambulance reserves. This project expense will be recovered through lease payments. Lease payments are an operating cost which the Ministry of Health should include in the grant funding calculations once actuals are realized.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$17,923,346	$14,690,951	$19,723,808	$21,083,228	$1,359,420	6.89%
Purchase of Goods	$1,440,127	$1,057,288	$1,652,158	$1,673,450	$21,292	1.29%
Services and Rents	$1,552,589	$1,090,902	$1,626,101	$1,695,632	$69,531	4.28%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$698,124	$140,159	$195,490	$186,665	($8,825)	(4.51%)
Contribution to Reserves	$774,815	$730,346	$910,000	$794,400	($115,600)	(12.70%)
Subtotal	**$22,389,001**	**$17,709,646**	**$24,107,557**	**$25,433,375**	**$1,325,818**	**5.50%**
REVENUE						
Provincial and Federal Grants	$10,884,663	$7,984,097	$11,509,593	$12,475,592	$965,999	8.39%
Other Municipalities	$7,157,304	$5,985,900	$7,981,195	$8,212,665	$231,470	2.90%
Fees, Service Charges, & Misc Revenue	$450,223	$83,759	$0	$0	$0	0.00%
Internal Revenue	$134,754	$126,763	$104,646	$91,317	($13,329)	(12.74%)
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$18,626,944**	**$14,180,519**	**$19,595,434**	**$20,779,574**	**$1,184,140**	**6.04%**
NET OPERATING COST (TAXATION)	**$3,762,057**	**$3,529,127**	**$4,512,123**	**$4,653,801**	**$141,678**	**3.14%**
CAPITAL						
Gross Capital	$0	$0	$1,254,000	$1,247,000	($7,000)	(0.56%)
Capital Funding	$0	$0	($1,254,000)	($1,247,000)	$7,000	(0.56%)
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$3,762,057**	**$3,529,127**	**$4,512,123**	**$4,653,801**	**$141,678**	**3.14%**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Cornwall SDG Paramedic Services	$3,762,057	$3,529,127	$4,512,123	$4,504,411	($7,712)	(0.17%)
Community Paramedic	$0	$0	$0	$149,390	$149,390	100.00%
TOTAL OPERATING AND CAPITAL	**$3,762,057**	**$3,529,127**	**$4,512,123**	**$4,653,801**	**$141,678**	**3.14%**



2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
CORNWALL SDG PARAMEDIC SERVICES								
Ambulance Replacement - Three (3) New Ambulances	520.00	795.00					795.00	
CPR Devices	80.00	135.00					135.00	
Powerload System	80.00	120.00					120.00	
Power Cot Replacement	180.00	105.00					105.00	
Stair Chair Replacement	-	72.00					72.00	
Public Access Defibrillator Replacement	-	20.00					20.00	
Paramedic Response Units - Addition & Replacement	135.00							
Service Delivery Study	100.00							
Electronic Patient Care (ePCR) Hardware	60.00							
Oxygen Containment for Stretchers	54.00							
Training Manikin	45.00							
Total	1,254.00	1,247.00	0.00	0.00	0.00	0.00	1,247.00	0.00

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	Financing	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	1,254.00			117.86		1,136.14	
2024 Council Approved Capital	1,128.00					1,128.00	
2023 Council Approved Capital	875.00					875.00	
2022 Council Approved Capital	1,126.00					1,126.00	
2020 Council Approved Capital	709.50					709.50	

PROJECT NAME: **Ambulance Replacement**

FUNDING SOURCE(S): $ 795,000 Land Ambulance Reserve

The fleet replacement program for ambulances is ongoing. Ambulances are replaced in regular intervals to maintain their reliability as increased repair costs and downtime begins to occur at 54 months.

Three (3) ambulances are due for replacement in 2026 in accordance with the replacement schedule. A down payment will be required at the time of order. Ambulances purchased in 2026 are expected for delivery in 2027.

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

PROJECT NAME: **CPR Devices**

FUNDING SOURCE(S): $ 135,000 Land Ambulance Reserve

CPR devices are proven to provide higher quality chest compressions with a more consistent depth and rate of compression as compared to the manual option. Paramedics are placed at greater risk in order to perform manual chest compressions during transport to hospital without CPR devices. Changes in medical direction has also increased the amount of time Paramedics are required to perform CPR in a resuscitation event.

These devices have the potential to improve patient outcomes and will provide a safer option when transport to hospital is required during a cardiac arrest response. Six (6) units will be replaced in 2026 as they have reached end of life replacement.

CORNWALL SDG PARAMEDIC SERVICES

2026 Budget
Capital Project Sheet

PROJECT NAME: **Powerload System**

FUNDING SOURCE(S): $ 120,000 Land Ambulance Reserve

The Powerload system is an effective tool at reducing musculoskeletal injuries. Since its introduction, Cornwall SDG Paramedic Services has seen a drastic reduction in both acute and chronic musculoskeletal injuries amongst Paramedics. Powerload systems are purchased and replaced with the purchase of all new ambulances. Three (3) Powerload systems will be required in 2026 with the purchase of three (3) new ambulances.

PROJECT NAME: **Power Cot Replacement**

FUNDING SOURCE(S): $ 105,000 Land Ambulance Reserve

Power cots are portable beds used to transport patients in the ambulance. These cots must meet specific regulations set out as part of Provincial Equipment Standards. These cots are powered by a lithium-ion battery and hydraulic system reducing the weight Paramedics must lift, thus reducing repetitive stress and musculoskeletal injuries. These are also compatible with the Power Load Systems installed in each ambulance.

As part of the Asset Management Plan, cots must be replaced every seven (7) years. Three (3) cots are due for replacement in 2026.

PROJECT NAME: **Stair Chair Replacement**

FUNDING SOURCE(S): $ 72,000 Land Ambulance Reserve

Stair Chairs are an essential tool for Paramedics, used to facilitate extrication of patients on stairs. These chairs must meet specific regulations set out as part of Provincial Equipment Standards and are a requirement in each Ambulance.

As part of the Asset Management Plan, Stair Chairs must be replaced on a regular replacement cycle. Thirteen (13) chairs are overdue for replacement in 2026.

PROJECT NAME: **Public Access Defibrillator Replacement**

FUNDING SOURCE(S): $ 20,000 Land Ambulance Reserve

The service deploys over 398 Automatic External Defibrillators (AED's) throughout the region. In the presence of cardiac arrest, early access to high quality Cardio-Pulmonary Resuscitation (CPR) and an AED drastically improves the patients' chances of survival.

As it is impossible to have fully equipped medical personnel at all scenes when the cardiac arrest occurs, survivability relies heavily upon those that are nearby to act, by calling 911, starting CPR, providing early access to an AED and clearing a path for First Responder entry.

These units require annual maintenance and do have a life expectancy of about 10 years. The service employs a replacement strategy that proactively replaces these units prior to any noted breakdowns to ensure they work as designed when needed.

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Civic Complex										
New Heating System Design and Installation	1,300									
Additonal Parking Spaces		300	200	200						
Exit Ramp Replacements		120	120	120	120	120				
Kitchen Equipment Upgrade		75								
Conventional - Built-Up Roof		250	500							
Asphalt Paved Surfaces - Parking Area		250								
Windows				750						
Ceramic Tile Floor									290	
Direct Digital Control Systems					480					
Window Walls				325						
Ice Rink Compressors								93	93	93
Ice Rink Auxiliary Equipment			247							
Air Cooled Chillers				200						
Electrical Distribution					190					
Concrete Paved Surface - Roadway					125					
Exhaust Fans - Large		115								
Electrical Service - Large - 1600A				114						
Refrigerant DX Condensing Units - Over 20 Tons		102								
Concrete Paved Surfaces			88							
Skylights										64
Exhaust Fans - Centrifugal		61								
Upper Level Flooring Replacement		245								
Arena Promenade Ceiling						950				
South Elevator Upgrade		300								
Replacement Exit Ramps		200	200							
Aquatic Centre										
Passenger Elevators - Up to 3 Storey										218
Concrete Paved Surfaces										190
Lockers - Full Height										173
Air Handling Units - Packaged - Up to 10,000 CFM										160
Direct Digital Control Systems				110						
Rubber / Spring Gym Floor				102						
Heat Exchanger - Shell and Tube										76
Change Room Modification (Gender Neutral)		75	750							
Slide Repairs / Replacement						500				
Dehumidification - Dectron Replacement				1,010						
Benson Centre										
Artificial Turf										
Dressing Room & Hallway Flooring		200	200	200						
Fire Alarm Systems						1,320				
Interior Stair Finishes						878				
Direct Digital Control Systems						804				
Conventional - Single Ply Membrane						557				
Public Address and Music Systems				227						
Ice Rink Compressors				45						
Ice Rink Central Dehumidifiers		365								
Heat Pumps				81						
Domestic Water Booster Systems						80				
Make Up Air Units - Over 500 MBH						80				
Ice Rink Flood Hot Water Heaters				61						
Gymnasium			5,000							
Hot Water Boiler Replacement				60						
Refrigeration System Maintenance								350		

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cornwall Curling Centre										
Curling Club Refrigeration System					350					
Fire Alarm Systems			151							
Packaged Rooftop Units - Over 20 Tons			67							
Cornwall Public Library										
Windows				24		363				
Asphalt Paved Surfaces - Parking Area			337							
Interior Stair Construction				206						
Conventional - Built-Up Roof		200								
Finned Tube Radiation Units		23	79							
Electronic / Electric Control Systems				79						
Emergency Power Generator Systems - Up to 300kVA				72						
Fencing and Gates - Chain Link Fence				57						
Outdoor Facilities										
Pool Basin Repairs		1,500	155	1,545	160	1,590	165	1,640		
Bleacher Replacement		55	55							
Lamoureux Park Splashpad Upgrade		120								
St. Theresa Splashpad Upgrade		80								
Riverdale Park Splashpad Upgrade		80	80							
Big Ben Lift Upgrade				500						
Marina 200										
Dock Replacement and Upgrades		75	500	50	50	50	50	50	50	50
Other Site Systems and Equipment		72								
Asphalt Paved Surfaces - Parking Area								50		
Playing Fields										
Parks Building Electrical Upgrades		150								
Saunders Drive (Pickle Ball)			250							
Reg Campbell Ball Netting			75							
Reg Campbell Parking Improvements				75						
Parks										
Parking Improvements		250	100							
Playground Structure Replacement	150	150	150	150	150	150	150	150	150	150
Cenotaph Sidewalks		120								
Bicycle Path Repairs	50	50	50	50	50	50	50	50	50	50
Guindon Park Camping		50	50							
Upgrade Of Skate Board Park / BMX		1,000								
Outdoor Park Furniture		55								
Optimist Park Field Light Poles						120				
Kinsmen Soccer Building										
Gravel Paved Surface - Parking Area		100								
Lamoureux Park - Band Shell										
Benches - Metal				102						
General Park Upgrades		1,108								
Lamoureux Park - Wood House Museum										
Passenger Elevators - Up to 3 Storey							109			
Masonry								65		
Legion Park										
Asphalt Paved Surfaces - Parking Area										183

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Memorial Park Cenotaph										
Site Lighting		72								
Concrete Paved Surfaces								50		
Optimist Park Workshop/Offices										
Metal Roofing		278								
Fencing and Gates - Chain Link Fence				80						
Metal Cladding		79								
Main Service Switchboards - Up to 800A			74							
City Facilities										
Arc Flash Risk Analysis		150			250					
Asbestos Remediation City Facilities		100	100	100	100	100	100	100	100	
Water Sewer Building										
Metal Roofing		200								
Metal Cladding		66								
City Hall										
Passenger Elevators - Up to 3 Storey						218				
Conventional - Built-Up Roof							275			
Electrical Distribution					91					
Interior Stair Construction								54		
Fire Hall 1										
Conventional - Built-Up Roof							208			
Air Distribution Systems				130						
Exterior - Overhead Doors - Industrial				122						
Asphalt Paved Surfaces - Parking Area				106						
Windows		58								
Vinyl Tile / Plank Floor		55								
Fire Alarm Systems					55					
Fire Hall 2										
Masonry Repairs		50								
Metal Roofing		270								
Metal Cladding				122						
Guindon Park - Maintenance Shop + Addition										
Metal Roofing		120								
Fencing and Gates - Chain Link Fence		92								
Metal Cladding		90								
Justice Building										
Air Distribution Systems				923						
Interior Lighting									586	
Fire Alarm Systems							386			
Electrical Distribution		232								
Main Service Switchboards - 800A to 1600A				132						
Justice Building Main Roof						300	300			
Justice Building North and South Side Roofs		100								
Electrical Service - Large - 1600A				103						
Concrete Paved Surfaces				88						
Main Service Switchboards - Up to 800A				74						
Vinyl Tile / Plank Floor										70
Carpet Floor				54						
Justice Building HVAC Cleaning		60								

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
St. Columban's Parking Lot			50				50			
Paramedic Building Cornwall Base										
Paramedic Station Expansion Project - Design	250		5,000							
Air Conditioning		220								
Vinyl Sheet Floor				92						
EMS Apron Repairs				75						
Transit Admin-Garage										
Conventional - Built-Up Roof									723	
Air Distribution Systems				453						
Electrical Service - Medium - 800A				106						
Motor Control Centers		92								
Main Service Switchboards - Up to 800A		74								
Metal Wall Covering				73						
Environmental Sustainability										
Electric Vehicle Charging Stations		360								
Total Capital:	**$ 1,750**	**$ 10,714**	**$ 14,628**	**$ 9,348**	**$ 2,171**	**$ 8,230**	**$ 1,843**	**$ 2,652**	**$ 2,042**	**$ 1,477**

2026

BUDGET SUBMISSION

PROTECTIVE SERVICES

- POLICE SERVICES
- FIRE AND EMERGENCY MANAGEMENT SERVICES
- BYLAW AND PARKING SERVICES

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Cornwall Police Service

2026 Budget Submission

The Cornwall Police Service (CPS) is a municipal police service as provided for under the Community Safety and Policing Act (CSPA) of Ontario. CPS is committed to being a trusted police service, partnering with our community for a positive impact on safety and wellbeing in Cornwall. The 2026 budget provides funding for the capacity to deliver, administration and infrastructure necessary to provide adequate and effective policing as required under the CSPA for the City of Cornwall.

Description

In accordance with S. 11 of the CSPA, The CPS provides the required services including: crime prevention, law enforcement, maintaining public peace, emergency response, assistance to victims of crime and any other prescribed policing functions.

S. 2 (1) of O.Reg 392/23 provides greater clarity in defining the standard of adequate and effective policing:

A policing function shall be provided to an extent and in a manner that is reasonable, having regard to the following factors:

1. The policing needs of the community.
2. The geographic and socio-demographic characteristics of the police service's area of policing responsibility.
3. The extent to and manner in which the policing function is effectively provided in similar communities in Ontario.
4. The extent to which past provision of the policing function by the police service has been effective in addressing the policing needs of the community.
5. Best practices respecting the policing function

Advancing CPS' Strategic Plan/Priorities

CPS' strategic framework outlines priorities in order to achieve our mission of a safe Cornwall where everyone can thrive and belong.

1) **Engaging the Community in Public Safety**
   a) Engage residents in identifying issues & participating in coordinated actions to enhance community safety
   b) Engage youth in positively contributing to community safety
   c) Provide consistent trauma-informed responses to hate-motivated incidents
   d) Long-term relationships of trust with community members

2) **Meeting Complex Needs**
   a) Robust support for victims
   b) Consistent referrals to respond to unique needs
   c) Evidence informed responses that are proven to be effective
   d) Coordinated response to prevent & break cycle of intimate partner violence

3) **Strategic Enforcement**
   a) Enhance traffic safety & reduce collisions
   b) Enhance partnerships to disrupt & suppress organized crime
   c) Enhance use of analytics to prevent & investigate crime
   d) Enhance efficiencies so officers can prioritize crime prevention and solving crimes

4) **Capacity to Deliver**
   a) Sufficient capacity to meet needs
   b) Greater visibility and presence
   c) Recruitment & hiring practices that result in retention of high-quality candidates
   d) Effective and sustainable training practices

5) **Critical Infrastructure**
   a) Adequate space for full range of needs
   b) Long Term facilities plan
   c) Responsible use of technology
   d) Adequate equipment that reliably meets needs

6) **An Engaged Workplace**
   a) Workplace culture that respects diversity
   b) Support member resilience and wellbeing
   c) Engaged members who contribute to priorities
   d) Clear paths and opportunities for members

Commentary / Budget Variances

The CPS is made up of 112 sworn police officers, 14 Special Constables, 41 Civilian members and 24 part-time civilian members. Service is provided 24/7 to an area of 62 square kilometers and a population of approximately 47,900 (2021).

Salaries and Benefits

Salaries and Benefits account for over 87% of the total operating budget expenditures. The increase in this area for 2026 is $2,194,850 or 9.05%. This year's budget includes the addition of one police officer who will replace those who are off work due to long term illness. This salary is offset by WSIB recoveries in the revenue line. CPS has added two Community Safety Officers (CSOs) who are Special Constables. These CSOs will assist with increasing visibility in the community and responding to level 4 and 5 priority calls. These positions will improve public safety and better support frontlines. More than 6% of the increases represent incremental and contractual obligations.

Purchase of Goods

Purchase of goods has increased by $100,653 or 7.50%. This increase is attributed to inflation and certain required Information Technology upgrades relating to cybersecurity. Additionally, the cost of radio licenses is contributing to this increase. CSPA requirements for enhanced safety equipment remains a contributing factor.

Services and Rents

Overall, Services and Rents have increased by $100,672 or 5.88%. The net increase is primarily due to higher training requirements under the new CSPA. Additional costs arise from the need for more facility space, the addition of a second VSMART Mental Health Worker, and translation services. These costs are partially offset by grant funding, which covers the expense of the additional Mental Health Worker.

Revenue

There is an increase to revenues in 2026 of $219,983 or 5.46% resulting from WSIB recoveries and recoveries from joint force operations secondments. There was also an increase to provincial grant funding for Court Security.

Capital

Capital expenditures relate to enhancements in the legislated safety equipment for various positions. There in an inflationary increase in the ongoing process of ever greening our fleet. An electronic fingerprint Livescan is required for the Court House.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$22,761,110	$19,415,855	$24,261,655	$26,456,505	$2,194,850	9.05%
Purchase of Goods	$1,397,591	$1,036,553	$1,341,890	$1,442,543	$100,653	7.50%
Services and Rents	$1,886,797	$1,678,632	$1,711,842	$1,812,514	$100,672	5.88%
Financing LTD Principal & Interest	$232	$0	$0	$0	$0	0.00%
Financial and Transfers	$1,063	$717	$1,300	$78,500	$77,200	5938.46%
Contribution to Reserves	$475,109	$460,000	$460,000	$460,000	$0	0.00%
Subtotal	**$26,521,902**	**$22,591,757**	**$27,776,687**	**$30,250,062**	**$2,473,375**	**8.90%**
REVENUE						
Provincial and Federal Grants	$2,573,889	$2,505,637	$1,849,703	$1,659,151	($190,552)	(10.30%)
Other Municipalities	$214,120	$163,800	$218,400	$222,760	$4,360	2.00%
Fees, Service Charges, & Misc Revenue	$1,574,861	$1,128,181	$1,774,464	$2,169,580	$395,116	22.27%
Internal Revenue	$132,834	$160,228	$182,800	$193,859	$11,059	6.05%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$4,495,704**	**$3,957,846**	**$4,025,367**	**$4,245,350**	**$219,983**	**5.46%**
NET OPERATING COST (TAXATION)	**$22,026,198**	**$18,633,911**	**$23,751,320**	**$26,004,712**	**$2,253,392**	**9.49%**
CAPITAL						
Gross Capital	$73,268	$188,960	$409,960	$620,800	$210,840	51.43%
Capital Funding	$0	$0	($221,000)	($400,000)	($179,000)	81.00%
NET CAPITAL COST (TAXATION)	**$73,268**	**$188,960**	**$188,960**	**$220,800**	**$31,840**	**16.85%**
TOTAL OPERATING AND CAPITAL	**$22,099,466**	**$18,822,871**	**$23,940,280**	**$26,225,512**	**$2,285,232**	**9.55%**

Fire Services

2026 Budget Submission

The City of Cornwall Fire Service (CFS) offers a comprehensive range of emergency response services and programs, in collaboration with our community partners. These services encompass fire suppression, fire prevention, and public education initiatives. Additionally, CFS is equipped to handle hazardous material incidents, water and ice rescues, medical emergencies, and auto extrications. Our team is dedicated to continuous training and also manages the Emergency Management Office for the City.

The authority for a city to establish and operate a fire service is granted by the Fire Protection and Prevention Act, 1997 (FPPA). This legislation mandates that every municipality in Ontario must provide fire protection services that meet the needs of its community. The FPPA outlines the responsibilities and powers of municipalities regarding fire safety.

Description

The CFS delivers a wide array of emergency services as outlined in the City's Establishing and Regulating By-Law. Beyond their emergency response capabilities, CFS is committed to fire prevention through public education and strict code enforcement.

In addition to these core services, the CFS also plays a crucial role in community engagement. By partnering with local organizations and stakeholders, they work to enhance overall safety and resilience within Cornwall. This collaborative approach ensures that the fire service is not only reactive but also proactive in addressing potential hazards and educating the public.

CFS is responsible for maintaining the Emergency Management Office for the City. This office coordinates the city's response to large-scale emergencies and disasters, ensuring a well-organized and efficient approach to crisis management. By integrating emergency planning and response efforts, the CFS helps to safeguard the community and minimize the impact of emergencies.

Key Goals of the Cornwall Fire Service:

- **Public Fire Safety Education**: Engaging the community with informative programs to promote fire safety awareness.
- **Fire Safety Inspection and Enforcement**: Conducting thorough inspections and enforcing fire safety codes to ensure compliance and reduce fire risks.
- **Emergency Response**: Providing rapid and effective response to various emergencies, including fires, hazardous material incidents and rescues.

- **Legislative Compliance**: Fulfilling responsibilities under the Emergency Management and Civil Protection Act to ensure preparedness and coordinated response during emergencies

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Advancing Council's Strategic Plan/Priorities

Cornwall Fire Services plays a pivotal role in embracing and serving Council's strategic priorities by ensuring the safety and well-being of all residents. By providing prompt and effective emergency response, Fire Services supports a welcoming and healthy community. Efforts in fire prevention, education, and community outreach strengthen community connections and foster a sense of security. Additionally, Cornwall Fire Services is committed to ensuring that Cornwall is future-ready, prepared to face any challenges and opportunities that may arise.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Fire Services department.

Salaries and Benefits

Salaries and benefits have increased as per incremental increases and contractual obligations. Salaries and benefits have increased by $207,798 or 1.90%, reflecting the recently negotiated collective agreement. The Service may see two retirements in 2026 and replacement staff have been budgeted at a probationary firefighter's rate.

Purchase of Goods

The 2026 budget submission includes a decrease of $78,500 or 13.94%. This includes a reduction in specialized parts and equipment purchases for fire vehicles fleet. Staff will be updating specialized equipment to increase our response for Hazardous Material response and updating our current ice water rescue suits.

Services and Rents

There is an overall decrease in service and rents of $25,553 or 10.58% related to the rent paid to Transit Services for their garage space.

Financing LTD Principal and Interest

There is a decrease in LTD of $270,728 or 41.71% due to the new Fire HQ LTD being moved from Fire Services to City Facilities and charged back through an internal cost. The department also borrowed for the Firefighter Breathing Apparatus equipment.

Financial and Transfers

The increase in Financial and Transfer of $156,919 or 197.58% is related to the dispatch fee from Police Services now being reported as a transfer rather than a corporate cost. This realigned cost is offset by reductions in hardware/software costs.

Contribution to Reserves

A contribution of $425,000 to the Equipment and Vehicles Reserve is included in the 2026 budget to fund future capital acquisitions along with $85,000 for funds received through Fire Marque.

Revenue

For 2026, we have budgeted revenue to accurately reflect incomes received from the MTO for motor vehicle response on the 401 highway in addition to proposed fees for motor vehicle responses within City limits. The City has also negotiated stand-by fees with the Counties for Hazmat response.

The contribution from reserves of $113,788 is to fund LTD for the 2021 Pump replacement. The decrease is related to removing LTD for the Fire HQ as LTD for the Fire HQ is budgeted under City Facilities.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$10,367,596	$8,107,388	$10,946,591	$11,154,389	$207,798	1.90%
Purchase of Goods	$623,531	$360,072	$563,225	$484,725	($78,500)	(13.94%)
Services and Rents	$337,576	$196,903	$241,610	$216,057	($25,553)	(10.58%)
Financing LTD Principal & Interest	$199,373	$149,530	$649,074	$378,346	($270,728)	(41.71%)
Financial and Transfers	$25,328	$30,348	$79,420	$236,339	$156,919	197.58%
Contribution to Reserves	$544,169	$429,686	$505,000	$510,000	$5,000	0.99%
Subtotal	**$12,097,573**	**$9,273,927**	**$12,984,920**	**$12,979,856**	**($5,064)**	**(0.04%)**
REVENUE						
Provincial and Federal Grants	$33,689	$49,375	$12,000	$12,000	$0	0.00%
Other Municipalities	$0	$0	$193,631	$15,000	($178,631)	(92.25%)
Fees, Service Charges, & Misc Revenue	$121,782	$136,781	$106,000	$100,000	($6,000)	(5.66%)
Internal Revenue	$0	$0	$0	$82,975	$82,975	100.00%
Contribution from Reserves	$316,488	$285,341	$688,489	$113,788	($574,701)	(83.47%)
Subtotal	**$471,959**	**$471,497**	**$1,000,120**	**$323,763**	**($676,357)**	**(67.63%)**
NET OPERATING COST (TAXATION)	**$11,625,614**	**$8,802,430**	**$11,984,800**	**$12,656,093**	**$671,293**	**5.60%**
CAPITAL						
Gross Capital	$22,424	$0	$2,300,000	$0	($2,300,000)	(100.00%)
Capital Funding	$0	$0	($2,300,000)	$0	$2,300,000	(100.00%)
NET CAPITAL COST (TAXATION)	**$22,424**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$11,648,038**	**$8,802,430**	**$11,984,800**	**$12,656,093**	**$671,293**	**5.60%**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Administration/Prevention	$1,135,952	$825,274	$1,513,129	$1,352,153	($160,976)	(10.64%)
Supression	$10,486,571	$7,937,176	$10,355,469	$11,229,883	$874,414	8.44%
Emergency Management	$25,515	$39,980	$116,202	$74,057	($42,145)	(36.27%)
TOTAL OPERATING AND CAPITAL	**$11,648,038**	**$8,802,430**	**$11,984,800**	**$12,656,093**	**$671,293**	**5.60%**




2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
FIRE SERVICES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Fleet Renewal										
Command Vehicle (Multi Departmental Use)		750								
Pump 5			2,400							
Aerial 2							3,000			
Pump 6							2,400			
Rescue 7							2,400			
Total Capital:	**$ -**	**$ 750**	**$ 2,400**	**$ -**	**$ -**	**$ -**	**$ 7,800**	**$ -**	**$ -**	**$ -**

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By-Law Services and Parking Program

2026 Budget Submission

By-Law Services is designed to enhance harmony and respect among residents, protects their health, safety, welfare, and general quality of life within the community. This is achieved through public awareness and enforcement of various municipal by-laws and provincial statutes.

The Parking Program is responsible for encouraging responsible parking behavior, compliance with municipal parking By-Laws as well as improve the flow of vehicles in high demand areas. This is achieved by education and enforcement options such as the issuance of penalty notices for violations of the Traffic and Parking By-Law.

Description

By-Law Services' goal is to provide customer service excellence through public education, compliance and enforcement. These actions contribute to a desirable and harmonious community in which to live, work and play. By-Law Services is also responsible for the administration of the Property Standards By-Law, protecting citizens and ensuring a safe place to call home. By-Law Officers regularly enforce the animal control By-Law, serving to protect humans and dogs while enjoying what the community has to offer.

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. Increase public awareness about municipal By-Law, their purpose and reason such By-Laws exist.
2. Enhance responsiveness to complaints within the community, all while ensuring a high level of professionalism and comprehensiveness.
3. Enhance safety in parking lots, on street parking and enforcement of accessible parking spaces.
4. Increase professional development and training opportunities for By-Law Officers.

Advancing Council's Strategic Plan/Priorities

The department aligns with Council's strategic priorities by ensuring the enforcement of various municipal by-laws that promote harmony, respect, and safety among residents, thereby fostering a community where people feel engaged and thrive.

The department supports innovation in many ways, including developing a By-Law Working Group to review property standards and business licensing by-laws, which helps create an environment conducive to building more homes for residents of all ages, incomes, and demographics.

This approach sets the foundation for future readiness by continuously evaluating and updating by-laws and parking policies to meet the evolving needs of the community.

Commentary / Budget Variances

Salaries and Benefits
The increase to salaries and benefits is due to reallocation of staff compensation and organizational re-alignment.

Purchase of Goods
Purchases will decrease by $14,659 or 15.35%. For the Parking Program, in 2025 there was a one-time expense of approximately $33,000 to replace the modem in the parking machines to support the phasing out of support for the 3G network and conversion to 4G. Increase in terminal and meter maintenance costs are being budgeted to ensure all equipment remains functional.

Services and Rents
Services and rents will increase by $58,230 or 21.21%. The City's contract with the OSPCA for Pound Services has been reinforced ($10,000) due to an increase in service calls for dogs at large. Additional public education budget has been allocated to enhance awareness of municipal By-Laws in a compliance-based approach vs enforcement as the focus. An increase in the training budget will ensure staff remain consistent and up to date with current processes. Additional training will also be required as By-Law onboards new staff.

Financial and Transfers
There is a decrease of 419,188 or 7.42% due to reduced IT spendings and collection costs. Unspent 2025 Cat Control subsidy funds will be carried forward in 2026 to support this initiative in 2026.

Revenue
The Parking Program primary source of revenue is generated from parking meters, passes and enforcement, A 2024 winter pilot project that provided staff to enforce winter regulations was a resounding success; it is expected to continue for the 2026 budget. By-Law mainly generates revenue through licence fees, By-Law violations and dog licencing fees.

As the Administrative Monetary Penalty System (AMPS) Program continues to expand with the introduction of additional by-laws, revenue is expected to increase in 2026.

Parking will hopefully see revenue continue to increase as demand for parking has increased. Typically, Parking is a self-funded program with user-based cost recovery, including both on-street and municipal lot parking, passes and violations. The Parking Program is not expected to be self-funded in 2026. Included in the 2026 budget is a contribution from the Parking Reserve in the amount of $190,000.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,130,122	$928,392	$968,398	$1,042,524	$74,126	7.65%
Purchase of Goods	$64,709	$29,394	$95,475	$80,816	($14,659)	(15.35%)
Services and Rents	$293,915	$209,943	$274,544	$332,774	$58,230	21.21%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$213,113	$222,456	$258,631	$239,443	($19,188)	(7.42%)
Contribution to Reserves	$49,217	$0	$0	$0	$0	0.00%
Subtotal	**$1,751,076**	**$1,390,185**	**$1,597,048**	**$1,695,557**	**$98,509**	**6.17%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$873,499	$670,032	$1,099,041	$751,700	($347,341)	(31.60%)
Internal Revenue	$79	$0	$0	$129,616	$129,616	100.00%
Contribution from Reserves	$0	$49,217	$0	$190,000	$190,000	100.00%
Subtotal	**$873,578**	**$719,249**	**$1,099,041**	**$1,071,316**	**($27,725)**	**(2.52%)**
NET OPERATING COST (TAXATION)	**$877,498**	**$670,936**	**$498,007**	**$624,241**	**$126,234**	**25.35%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$877,498**	**$670,936**	**$498,007**	**$624,241**	**$126,234**	**25.35%**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
By-Law Services	$855,604	$598,547	$500,978	$640,605	$139,627	27.87%
Parking Program	$21,894	$72,389	($2,971)	($16,364)	($13,393)	(450.79%)
TOTAL OPERATING AND CAPITAL	**$877,498**	**$670,936**	**$498,007**	**$624,241**	**$126,234**	**25.35%**

2026 BUDGET SUBMISSION

TRANSPORTATION AND ENVIRONMENT

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

Cornwall
ONTARIO CANADA

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Transit Services

2026 Budget Submission

Cornwall Transit is responsible for providing safe and timely public transportation for citizens, including persons with disabilities. Cornwall Transit is divided into an Operations Division and a Maintenance Division.

The Operations Division provides conventional, specialized, Community bus and Cornwall Business Park bus service. The Maintenance Division provides preventative maintenance for fifteen (15) Conventional and ten (10) Specialized Transit buses. Additionally, the Maintenance Division services all EMS and Police vehicles as well as the Emergency Command Centre.

Description

Cornwall Transit provides an efficient and effective accessible transit system for all Cornwall residents.

Key Goals

1. Implement the recommendations of the Transit Master Plan proposed in 2026
2. Maintain bus fleet replacement schedule
3. Maintain and increase ridership
4. Maintain community presence through promotions
5. Continue to implement technology to improve service levels and rider experience

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Advancing Council's Strategic Plan/Priorities

The City of Cornwall's Strategic Plan emphasizes the importance of providing effective services and infrastructure to create a welcoming and healthy community.

Cornwall Transit plays a key role in advancing the City's transportation goals through the implementation of the Transit Masterplan. This strategic plan provides the framework to explore key service enhancements, including the introduction of Sunday bus service and improved 15-minute accessibility for all riders. Additionally, Cornwall Transit will be re-aligning all bus routes and looking into the implementation of a regional bus service. This plan will allow Cornwall Transit to review the possibility of transitioning to a zero-emissions fleet and identify the charging infrastructure required to support the transition, in the coming years. This transition coincides with the City's goal of reducing our carbon footprint by 2050.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Transit Services department.

Salaries and Benefits

Salaries and Benefits decreased by $15,206 (0.30%) due to the elimination of two express bus routes as part of cost-saving measures in response to budget constraints. Contractual and incremental adjustments for all employees, and a net increase of one Maintenance Personnel to the complement are included in the proposed budget. To meet growing demand from the EMS department, a permanent Mechanic position has been included in the 2026 budget.

Purchase of Goods

Purchase of Goods has decreased by $75,154 or 6.53%. All goods have been impacted by inflation. In addition, costs of the new transit building have been included in the 2026 budget. Buses operate on diesel fuel which has been allocated at $1.25 per litre for 2026 ($1.35 per litre in 2025). Through utilizing three (3) Hybrid buses, the City has accrued a 20% savings in fuel consumption per bus.

Services and Rents

Services and Rents has decreased by $9,896 or 2.00%. This reflects adjustments for accurate printing and outlet reimbursement costs aligned with ridership trends. Additionally, in the 2026 budget, the annual contract for snow removal has increased by $9,550. This increase covers the additional service needed for transit’s new parking lot.

Financing LTD Principal and Interest

The cost represents the debt servicing expenses for capital expenditures partially funded by ICIP, including projects such as the purchase of Hybrid, Conventional and Specialized transit buses. This funding stream reflects a partnership between the Federal government (40%), the Provincial government (33.33%) and the Municipality (26.67%). Additionally, Software annual fees have increased by $3,124.00 (or 2.99%).

Contribution to Reserves

Contribution to Reserves has remained at $270,000. The Contribution to Reserves is to fund future Capital projects.

Revenue

Conventional ridership has decreased in 2025 by approximately 10% to 846,000 riders.

Specialized transit service has remained consistent with approximately 25,000 riders. We have budgeted a modest fare increase of $2 for monthly passes and 10-ride cards and 25 cents for family day passes effective March 1, 2026. The Provincial gas tax will provide the city with approximately the same amount of funding as in 2025.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$4,724,326	$3,702,168	$5,073,182	$5,057,976	($15,206)	(0.30%)
Purchase of Goods	$1,169,676	$946,587	$1,150,900	$1,075,746	($75,154)	(6.53%)
Services and Rents	$542,051	$372,069	$494,637	$484,741	($9,896)	(2.00%)
Financing LTD Principal & Interest	$808,321	$476,323	$643,782	$537,419	($106,363)	(16.52%)
Financial and Transfers	$195,232	$97,342	$194,365	$192,291	($2,074)	(1.07%)
Contribution to Reserves	$252,305	$270,480	$270,000	$270,000	$0	0.00%
Subtotal	**$7,691,911**	**$5,864,969**	**$7,826,866**	**$7,618,173**	**($208,693)**	**(2.67%)**
REVENUE						
Provincial and Federal Grants	$752,678	$543,337	$724,450	$710,000	($14,450)	(1.99%)
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$2,069,819	$1,477,155	$2,117,238	$1,568,500	($548,738)	(25.92%)
Internal Revenue	$0	$16,104	$0	$496,038	$496,038	100.00%
Contribution from Reserves	$39,664	$0	$0	$0	$0	0.00%
Subtotal	**$2,862,161**	**$2,036,596**	**$2,841,688**	**$2,774,538**	**($67,150)**	**(2.36%)**
NET OPERATING COST (TAXATION)	**$4,829,750**	**$3,828,373**	**$4,985,178**	**$4,843,635**	**($141,543)**	**(2.84%)**
CAPITAL						
Gross Capital	$150,000	$0	$240,040	$1,335,000	$1,094,960	456.16%
Capital Funding	$0	$0	($343,856)	($1,328,000)	($984,144)	286.21%
NET CAPITAL COST (TAXATION)	**$150,000**	**$0**	**($103,816)**	**$7,000**	**$110,816**	**(106.74%)**
TOTAL OPERATING AND CAPITAL	**$4,979,750**	**$3,828,373**	**$4,881,362**	**$4,850,635**	**($30,727)**	**(0.63%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Operations Division	$2,252,921	$1,828,681	$2,383,586	$2,210,053	($173,533)	(7.28%)
Maintenance Division	$2,726,829	$1,999,692	$2,497,776	$2,640,582	$142,806	5.72%
TOTAL OPERATING AND CAPITAL	**$4,979,750**	**$3,828,373**	**$4,881,362**	**$4,850,635**	**($30,727)**	**(0.63%)**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	DEV. CHARGES	SPECIFIC RESERVE	
TRANSIT SERVICES								
Purchase of Four (4) Specialized Buses		1,300.00	953.29			346.71		
Universal Washroom Design		35.00	28.00					7.00
Bus Stop Improvements	240.04							
Total	240.04	1,335.00	981.29	0.00	0.00	346.71	0.00	7.00

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	PROV. GAS TAX	SPECIFIC RESERVE	
2025 Council Approved Capital	240.04	189.50	-	-	-	50.54	-
2024 Council Approved Capital	471.08	176.70	-	-	-	144.38	150.00
2023 Council Approved Capital	1,977.30	1,459.90	264.91			202.49	50.00
2022 Council Approved Capital	3,631.20	2,690.73	831.40			109.07	
2021 Council Approved Capital	2,538.30	1,860.77	562.73			114.80	

PROJECT NAME: **Purchase of Four (4) Specialized Buses**

FUNDING SOURCE(S):
$ 953,290 Investing in Canada Infrastructure Program (ICIP)
$ 346,710 Canada Community Building Fund (CCBF)
$ 1,300,000 Total Funding

Low-Floor Specialized Transit Buses

Transit Services proposes the purchase of four (4) low-floor specialized transit buses through the Metrolinx Transit Procurement Initiative, in alignment with the City's Fleet Replacement Program. These new vehicles will replace existing specialized service vehicles that have exceeded their useful service life.

The new buses will feature both front and rear door access and a more compact design to improve maneuverability and operational flexibility. They will also be equipped with 6-cylinder engines to enhance fuel efficiency compared to the current 8-cylinder models.

These vehicles are essential for maintaining reliable and accessible transportation services for individuals with disabilities and can support a range of service applications, including specialized transit, conventional routes, and community bus operations.

The replacement of these aging vehicles is critical to ensuring continued service delivery for residents requiring accessible transportation. The new buses will also contribute to improved operational efficiency and reduced maintenance costs.

2026 Budget

Capital Project Sheet

PROJECT NAME: **Universal Washroom – Project Planning/Design/Drawings**

FUNDING SOURCE(S):
$ 28,000 Baseline (Funding)
$ 7,000 Tax Base
$ 35,000 Total Funding

This project will be undertaking planning and design work for the installation of a universal, fully accessible washroom within the Transit building for men and women, which were originally built in 1975 and are now outdated and in disrepair. The current women's washroom, serving 21 female employees, contains only one toilet stall, two sinks, and one stand-up shower, and does not meet accessibility standards.

This project includes:

- Architectural and engineering design services
- Accessibility audits and AODA compliance review
- Preliminary construction drawings
- Cost estimates and scheduling
- Site assessment for plumbing, HVAC and structural considerations

The design will follow the Accessibility for Ontarians with Disabilities Act (AODA) and Ontario Building Code Standards, aiming to create a facility that is inclusive, dignified, and safe for all users, regardless of age, ability or gender identity.

This planning and design work will position the municipality to move forward with a future capital project that aligns with long-term infrastructure priorities, accessibility legislation, and the municipalities commitment to equitable public services.

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
TRANSIT SERVICES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Specialized Buses	1,300						350	350	350	350
Universal Washroom	35	350								
Conventional Buses Electric							1,600	1,600	1,600	1,600
Transit Building Heating/ Cooling System			50							
Conventional Buses Hybrid				2,600		1,300				
Bus Wash					150					
Hoist Replacement		60	300							
Electric Service and Panels					600					
Total Capital:	**$ 1,335**	**$ 410**	**$ 350**	**$ 2,600**	**$ 750**	**$ 1,300**	**$ 1,950**	**$ 1,950**	**$ 1,950**	**$ 1,950**

Municipal Works

2026 Budget Submission

The Municipal Works (MW) Division encompasses four sub-sections: MW Administration, MW Garage, Parks & Landscaping, and Health & Safety and Equipment Training. The Water Distribution and Wastewater Collection division also work under the MW division but have their own budgets. Responsibilities of these four sections are described as follows:

MW Administration is responsible for overall management and administration of the MW Division operations as well as the Roads Division operations.

MW Garage 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) is responsible for the day-to-day operations of various municipally owned parks, boulevards, and recreational trails. P&L also provides winter maintenance to all our facilities, walkways, and sidewalks.

Health & Safety and Equipment Training provides training programs to all MW and Facilities' employees to support a safe work environment.

Description

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

Key Goals

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

Advancing Council's Strategic Plan/Priorities

The City of Cornwall's Strategic Plan emphasizes the importance of providing effective services and infrastructure to create a welcoming and healthy community.

Municipal Works plays a key role in advancing these goals by ensuring staffing levels are appropriate to meet the growing needs of the city and equip staff with technology enhancing the efficiency and effectiveness of municipal services.

Garage, Parks & Landscaping, Health & Safety and Training initiatives play a crucial role in advancing the priorities of the Strategic Plan by enhancing the efficiency and effectiveness of municipal services. Develop appropriate plans and strategies to address the impacts of climate change with the continuous investment in transitioning the fleet to electric vehicles, protection of trees and increase the tree canopy. Motivate, enable and train our staff to effectively and efficiently perform their work while providing opportunities for career development.

In addition to these responsibilities, Municipal Works also provides critical financial information that supports informed decision-making. This includes detailed reports on year-over-year changes in the budget, which help identify trends and areas for improvement. By analyzing these changes, the City can make strategic adjustments to its financial planning, ensuring that resources are allocated in a way that aligns with Council's priorities and supports the overall vision for a sustainable and thriving community.

Commentary / Budget Variances
The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Financial Services department.

Salaries and Benefits
Salaries and Benefits has decreased by (2.56%) or $84,639 from 2025 due to the reduction of 2 FTEs, incremental and contractual obligations, and a realignment of staff within Municipal Works.

Purchase of Goods
Purchase of Goods has decreased by (5.86%) or $71,888. The decrease is attributed to a reduction in cost and volume of fuel consumed based on 2025.

Services and Rents
Services and Rents has increased 12.74% or $243,020. This is attributed to an increase in City Equipment Rental rates to the departments. The increase to Parks & Landscaping is attributed to realigning tree plantings to operations.

Contribution to Reserves

The contribution to Reserves is for the benefit of the Equipment & Vehicle Reserve due to the increase for the MW Fleet Renewal Program.

Revenue

The increase in internal revenue of $421,779 is a result of an increase for new equipment and 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. There has been a decrease in contribution from reserves of $39,756.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$3,088,410	$2,393,101	$3,300,914	$3,216,275	($84,639)	(2.56%)
Purchase of Goods	$1,152,356	$1,084,378	$1,226,649	$1,154,761	($71,888)	(5.86%)
Services and Rents	$2,004,125	$1,469,191	$1,907,712	$2,150,732	$243,020	12.74%
Financing LTD Principal & Interest	$1,823,645	$1,656,858	$2,237,831	$2,615,800	$377,969	16.89%
Financial and Transfers	$123,139	$27,701	$3,310	$6,368	$3,058	92.39%
Contribution to Reserves	$733,413	$572,474	$500,000	$500,000	$0	0.00%
Subtotal	**$8,925,088**	**$7,203,703**	**$9,176,416**	**$9,643,936**	**$467,520**	**5.09%**
REVENUE						
Provincial and Federal Grants	$500	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$255,443	$89,199	$34,080	$34,080	$0	0.00%
Internal Revenue	$3,307,437	$2,669,087	$3,256,369	$3,678,148	$421,779	12.95%
Contribution from Reserves	$125,298	$957,259	$1,316,056	$1,276,300	($39,756)	(3.02%)
Subtotal	**$3,688,678**	**$3,715,545**	**$4,606,505**	**$4,988,528**	**$382,023**	**8.29%**
NET OPERATING COST (TAXATION)	**$5,236,410**	**$3,488,158**	**$4,569,911**	**$4,655,408**	**$85,497**	**1.87%**
CAPITAL						
Gross Capital	$235,364	$200,000	$1,759,000	$400,000	($1,359,000)	(77.26%)
Capital Funding	$0	$0	($1,559,000)	($400,000)	$1,159,000	(74.34%)
NET CAPITAL COST (TAXATION)	**$235,364**	**$200,000**	**$200,000**	**$0**	**($200,000)**	**(100.00%)**
TOTAL OPERATING AND CAPITAL	**$5,471,774**	**$3,688,158**	**$4,769,911**	**$4,655,408**	**($114,503)**	**(2.40%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Administration	$1,905,363	$858,507	$1,308,682	$1,989,675	$680,993	52.04%
Parks and Landscaping	$3,832,670	$3,080,393	$3,805,264	$3,862,777	$57,513	1.51%
Garage	($266,259)	($250,742)	($344,035)	($1,197,044)	($853,009)	247.94%
TOTAL OPERATING AND CAPITAL	**$5,471,774**	**$3,688,158**	**$4,769,911**	**$4,655,408**	**($114,503)**	**(2.40%)**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
MUNICIPAL WORKS								
Municipal Works Fleet Renewal Program	1,559.00	400.00					400.00	
Tree Canopy Management Program	200.00							
Total	1,759.00	400.00	0.00	0.00	0.00	0.00	400.00	0.00

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	1,759.00					1,559.00	200.00
2024 Council Approved Capital	1,413.00					1,113.00	300.00
2023 Council Approved Capital	1,198.00					898.00	300.00
2022 Council Approved Capital	1,100.00					800.00	300.00
2021 Council Approved Capital	16,177.00		14,636.50	740.50		800.00	

PROJECT NAME: **Municipal Works Fleet Renewal Program**

FUNDING SOURCE(S): $400,000 Equipment and Vehicle Reserve

The Municipal Works (MW) division 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: snowplow trucks, pay loaders, sidewalk snow machines (articulating tractors), and service trucks. Vehicle and equipment specifications are developed with participation from various departmental representatives to ensure 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, residual value and we recently started accounting for supply chain issues. 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 which are high-mileage departments and where reliability is essential. When these units are replaced, the old units are reallocated to departments that incur lower mileage. This practice provides substantial cost savings, ensuring a financially responsible replacement of vehicles, while maximizing their useful life.

The following details the fleet renewal strategy for 2026:

- $250,000 is budgeted for an articulating tractor with attachments for use by the Parks & Landscaping Department. The unit will replace a 2014 unit that has reached the end of its life cycle and is no longer cost efficient to operate and will be sold.

- $150,000 is budgeted for a used backhoe with attachments for use by the Water Department. This is a new unit which will be added to the City's fleet to reduce contracted services within the business unit.

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
MUNICIPAL WORKS

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
FLEET RENEWAL PROGRAM:	400	1,698	1,505	1,755	1,645	1,955	1,870	1,438	1,767	1,752
#0165 - Tandem Plow Truck with Plow Attachments										
#0087 - Heavy-Duty service truck Attachments										
#0167 - Tandem Dump Truck										
#0449 - Articulating Tractor with Attachments										
#0008 - Electric AWD High Roof Cargo Van with Accessories										
#0024 - Electric AWD High Roof Cargo Van with Accessories										
#0079 - Electric Van/CUV										
#0986 - High Sided Trailer										
MUNICIPAL WORKS:										
Municipal Works Yard Redevelopment		650	4,500	1,100	710	1,150				
Total Capital:	**$ 400**	**$ 2,348**	**$ 6,005**	**$ 2,855**	**$ 2,355**	**$ 3,105**	**$ 1,870**	**$ 1,438**	**$ 1,767**	**$ 1,752**

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Roads Division

2026 Budget Submission

The Roads Division is responsible for summer and winter maintenance of all municipal roads. 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 ploughing/salt application, parking lot snow ploughing/salt application, snow removal operations (downtown core areas, dead ends etc.), cold patch application (pot holes) and operation of the snow management facility.

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, bike lanes and parking lots.
2. Facilitate safe usage and movement for all modes of transportation.
3. Continue to improve service delivery by using technology.

Advancing Council's Strategic Plan/Priorities
The City of Cornwall's Strategic Plan emphasizes the importance of providing effective services and infrastructure to create a welcoming and healthy community.

The Roads Division plays a key role in advancing these goals by ensuring staffing levels are appropriate to meet the growing needs of the city and equip staff with technology enhancing the efficiency and effectiveness of municipal services.

In addition to these responsibilities, the Roads Division also provide critical infrastructure information that supports informed decision-making. This includes detailed reports on year-over-year changes in the budget, which help identify trends and areas for improvement. By analyzing these changes, the City can make strategic adjustments to its financial planning, ensuring that resources are allocated in a way that aligns with Council's priorities and supports the overall vision for a sustainable and thriving community.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Financial Services department.

Salaries and Benefits

Salaries and Benefits Salaries and Benefits have increased by $198,205 or 11.53% from 2025 due to incremental and contractual obligations, and a realigning of staff within the Municipal Works.

Purchase of Goods

Purchase of Goods decreased by $20,350 or 1.69%. The decrease is attributed to the reduction in projected salt volumes based on historical averages for winter de-icing operations.

Services and Rents

Services and Rents has increased by $178,330 or 9.98%. This is attributed to the increase in equipment rental rates for the Summer Roads and Winter Roads divisions.

Revenue

The recovery from the Parking Program for parking lot maintenance now budgeted in Cost-Sharing Recovery.

For 2026, no contribution from Reserves has been budgeted.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,210,612	$1,465,456	$1,719,277	$1,917,482	$198,205	11.53%
Purchase of Goods	$940,147	$685,827	$1,203,950	$1,183,600	($20,350)	(1.69%)
Services and Rents	$1,761,726	$1,400,540	$1,787,483	$1,965,813	$178,330	9.98%
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$98,486	$82,366	$7,870	$3,720	($4,150)	(52.73%)
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$4,010,971**	**$3,634,189**	**$4,718,580**	**$5,070,615**	**$352,035**	**7.46%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$43,006	$70,858	$81,008	$0	($81,008)	(100.00%)
Internal Revenue	$0	$0	$0	$73,189	$73,189	100.00%
Contribution from Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$43,006**	**$70,858**	**$81,008**	**$73,189**	**($7,819)**	**(9.65%)**
NET OPERATING COST (TAXATION)	**$3,967,965**	**$3,563,331**	**$4,637,572**	**$4,997,426**	**$359,854**	**7.76%**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$3,967,965**	**$3,563,331**	**$4,637,572**	**$4,997,426**	**$359,854**	**7.76%**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Summer Control	$1,683,264	$1,518,992	$1,889,423	$1,944,565	$55,142	2.92%
Winter Control	$2,284,701	$2,044,339	$2,748,149	$3,052,861	$304,712	11.09%
TOTAL OPERATING AND CAPITAL	**$3,967,965**	**$3,563,331**	**$4,637,572**	**$4,997,426**	**$359,854**	**7.76%**

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Infrastructure Planning

2026 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, sewers and watermains. 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, contract administration, 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 the Cornwall Police Services, as well as a public interactive mapping website (www.cornwall.ca/maps).

The Subdivisions and Approvals Section oversees the subdivision approval process. Following Draft Plan Approval, developers enter into a Subdivision Agreement which includes review of all aspects, the 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.

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

Description
The Infrastructure Planning Division provides engineering services, capital planning, project design and construction administration for the City's linear infrastructure, along with operation and maintenance activities for traffic flow.

This infrastructure includes watermains (275km), sewers (sanitary, combined and storm, 427km, roadways (276km), sidewalks (207km), recreational paths (44km), structures (25 bridges/large culverts, 7 pole footings, 12 retaining walls), streetlights

(5,630), street signs (10,662) and traffic signals (70), which together have a replacement value of approximately $2 billion.

Key Goals

1. Maintain and advance Asset Management inventory and strategy.
2. Continue to seek partnership/funding opportunities with upper levels of government.
3. Adopt and implement Road Safety Masterplan.
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.
7. Continue to optimize traffic flow in the City while accounting for future growth.

Advancing Council's Strategic Plan/Priorities

The Infrastructure & Municipal Works Department budget submission plays a crucial role in advancing the City of Cornwall's Strategic Plan. The strategic plan emphasizes the importance of providing effective services and infrastructure to create a welcoming and healthy community. By allocating resources to key areas such as roads, structures, active transportation projects, the budget ensures that the city's infrastructure is well-maintained and capable of supporting the needs of its residents. This includes activities like asset management, detailed design of new or replacement infrastructure, and construction supervision.

Firstly, the budget supports the Housing for All pillar by ensuring that the necessary infrastructure is in place to accommodate new housing developments. This includes the construction and maintenance of roads, watermains, and sewer systems, which are essential for creating livable and sustainable communities. By investing in these critical infrastructure projects, the department helps to facilitate the development of affordable housing and improve the overall quality of life for residents.

In terms of Community Connections, the budget allocation enhances the city's public spaces and transportation networks, fostering a more connected and inclusive community. This includes the implementation of GIS mapping and interactive public websites, which improve accessibility and transparency for residents. Additionally, the budget supports initiatives that promote active transportation, such as the development of bike lanes and pedestrian pathways, thereby encouraging healthier and more sustainable modes of travel.

The Achieve Net-Zero by 2050 pillar is addressed through investments in green infrastructure and sustainable practices. The infrastructure capital budget is crucial in advancing the goal of Achieve Net-Zero by 2050 by incorporating sustainable practices such as reusing recycled materials in specifications whenever possible. By prioritizing the use of recycled materials, the city can significantly reduce the carbon footprint associated with the production and transportation of new materials. This approach not only conserves natural resources but also minimizes waste, contributing to a circular economy. Additionally, the City's active transportation and complete streets initiatives play a vital role in advancing the goal of Achieve Net-Zero by 2050 by promoting sustainable and inclusive transportation options. By designing streets that accommodate all users, including pedestrians, cyclists, and public transit riders, the City can significantly reduce its reliance on single-occupancy vehicles, thereby lowering greenhouse has emissions. Complete streets encourage active transportation, such as walking and cycling, which not only reduces emissions but also promotes healthier lifestyles and more vibrant communities. Overall, complete streets are a key component in creating a more sustainable, resilient, and livable city. Moreover, the design of drainage systems now takes into account the projected impacts of climate change, such as increased rainfall intensity and frequency. This involves using advanced modeling techniques to predict future climate scenarios and incorporating these predictions into the design process. By doing so, the structures are better equipped to handle the anticipated changes in weather patterns, thereby enhancing their resilience and longevity. These efforts are crucial in maintaining the functionality of the city's infrastructure and protecting the well-being of its residents in the face of a changing climate. Furthermore, the department's efforts in maintaining and upgrading infrastructure contribute to reducing the city's carbon footprint and enhancing its resilience to climate change. By prioritizing these initiatives, the department ensures that Cornwall is well-prepared to meet future challenges and opportunities, positioning the city as a leader in sustainability and innovation.

Lastly, the Cornwall Future Ready pillar is advanced by the department's commitment to innovation and forward-thinking policies. The budget supports the development of smart city initiatives, such as the use of advanced technologies for infrastructure management and the integration of sustainable practices in all projects. Additionally, the process for planning future growth involves comprehensive infrastructure planning, which includes engineering services, capital planning, project design, and construction administration to ensure that the city's infrastructure can accommodate future demands.

Overall, the Infrastructure & Municipal Works Department budget submission is a critical component in realizing the City of Cornwall's strategic priorities and ensuring a prosperous and sustainable future for the community.

Commentary / Budget Variances
The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Financial Services department.

Salaries and Benefits
The decrease to Salaries and Benefits includes incremental and contractual obligations as well as a partial reallocation of asset management staff to the Water and Wastewater budget. Total decrease is $96,637 or (3.84%).

Purchase of Goods
Purchase of Goods has marginally increased 1.61% or $7,940.

Services and Rents
Services and Rents has increased by $48,588 or 5.75% resulting from maintenance contract obligations for traffic signals and street lighting.

Financing LTD Principal & Interest
Principal and interest charges has decreased ($39,299 or 2.67%) in relation to capital projects that were funded through debt are now completed and loans for projects are being progressively paid back. (Marleau Avenue, Lemay Street, Brookdale Avenue CNR Overpass, Nick Kaneb Drive)

Financial and Transfers
Financial and Transfers remains stable.

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.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,112,761	$1,690,755	$2,518,417	$2,421,780	($96,637)	(3.84%)
Purchase of Goods	$491,441	$344,716	$493,080	$501,020	$7,940	1.61%
Services and Rents	$931,592	$513,432	$844,592	$893,180	$48,588	5.75%
Financing LTD Principal & Interest	$954,908	$1,013,113	$1,471,545	$1,432,245	($39,300)	(2.67%)
Financial and Transfers	$65,189	$18,026	$55,570	$55,570	$0	0.00%
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$4,555,891**	**$3,580,042**	**$5,383,204**	**$5,303,795**	**($79,409)**	**(1.48%)**
REVENUE						
Provincial and Federal Grants	$113,298	$113,298	$113,298	$303,672	$190,374	168.03%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,436,793	$1,109,247	$1,499,745	$1,600,001	$100,256	6.68%
Internal Revenue	$0	$0	$0	$351,421	$351,421	100.00%
Contribution from Reserves	$10,000	$280,746	$479,051	$374,305	($104,746)	(21.87%)
Subtotal	**$1,560,091**	**$1,503,291**	**$2,092,094**	**$2,629,399**	**$537,305**	**25.68%**
NET OPERATING COST (TAXATION)	**$2,995,800**	**$2,076,751**	**$3,291,110**	**$2,674,396**	**($616,714)**	**(18.74%)**
CAPITAL						
Gross Capital	$0	$45,000	$12,615,000	$7,470,000	($5,145,000)	(40.78%)
Capital Funding	$0	$0	($12,570,000)	($7,470,000)	$5,100,000	(40.57%)
NET CAPITAL COST (TAXATION)	**$0**	**$45,000**	**$45,000**	**$0**	**($45,000)**	**(100.00%)**
TOTAL OPERATING AND CAPITAL	**$2,995,800**	**$2,121,751**	**$3,336,110**	**$2,674,396**	**($661,714)**	**(19.83%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Administration	$742,243	$843,891	$1,301,272	$1,044,674	($256,598)	(19.72%)
Design and Construction	($42,641)	($104,479)	($46,849)	($464,105)	($417,256)	(890.64%)
Subdivisions and Approvals	$11,794	$5,754	($5,011)	($3,476)	$1,535	30.63%
Traffic Flow Maintenance	$2,284,404	$1,376,585	$2,086,698	$2,097,303	$10,605	0.51%
TOTAL OPERATING AND CAPITAL	**$2,995,800**	**$2,121,751**	**$3,336,110**	**$2,674,396**	**($661,714)**	**(19.83%)**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
INFRASTRUCTURE PLANNING								
Road Network								
Asphalt Resurfacing on Various City Streets	6,000.00	5,625.00	5,291.44			333.56		
Ninth St. East EA - Environmental Assessment - Marlborough to Sydn	-	150.00				150.00		
Marleau Avenue Reconstruction and Widening - Stage 2, Phase 3	5,000.00							
Intersections								
Centretown - Water St. & Montreal Rd Intersections	30.00	30.00				30.00		
Structures								
Various Structure Spot Repairs	700.00	200.00				200.00		
Small Diameter Culvert Rehabilitation	100.00	100.00				100.00		
Active Transportation								
Bicycle infrastructure - Various Locations		460.00				460.00		
Sidewalk	360.00	380.00				380.00		
Traffic And Lighting								
Traffic Signal Upgrades	300.00	400.00				400.00		
Pole Replacement Program	125.00	125.00					125.00	
Total	12,615.00	7,470.00	5,291.44	0.00	0.00	2,053.56	125.00	0.00

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	12,615.00	5,501.69	1,033.70	4,005.50	1,904.11	125.00	45.00
2024 Council Approved Capital	9,955.00	5,344.77	-	1,668.70	2,514.53	427.00	-
2023 Council Approved Capital	21,962.00	4,246.00	-	-	1,830.00	15,886.00	-
2022 Council Approved Capital	10,305.00	4,074.00	1,630.00	-	4,340.00	246.00	15.00
2021 Council Approved Capital	8,630.00	1,572.00	2,755.00	745.00	3,298.00	160.00	100.00

PROJECT NAME: **Asphalt Resurfacing on Various City Streets**

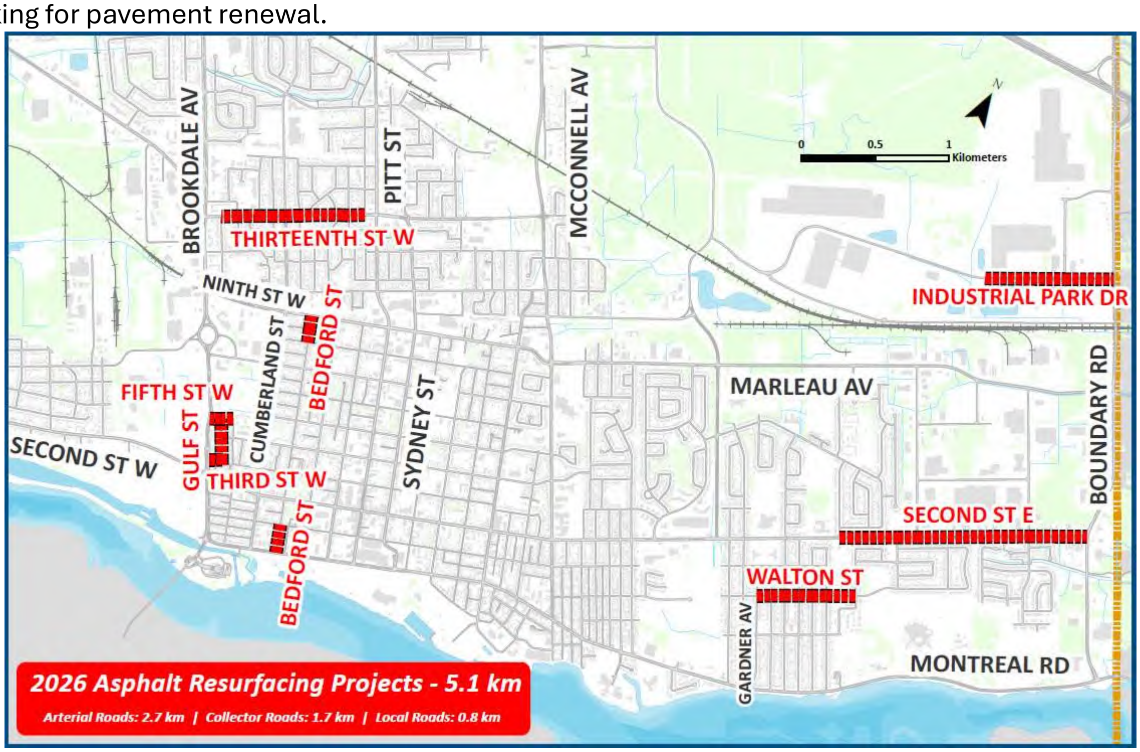
FUNDING SOURCE(S):
$ 5,291,440 OCIF Formula Component
$ 333,560 Canada Community Building Fund (CCBF)
$ 5,625,000 Total Funding

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 50
- Collector Streets: less than 50
- Local Streets: less than 45

Traffic volumes using Annual Average Daily Traffic (AADT) counts and posted speed limits are also 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.



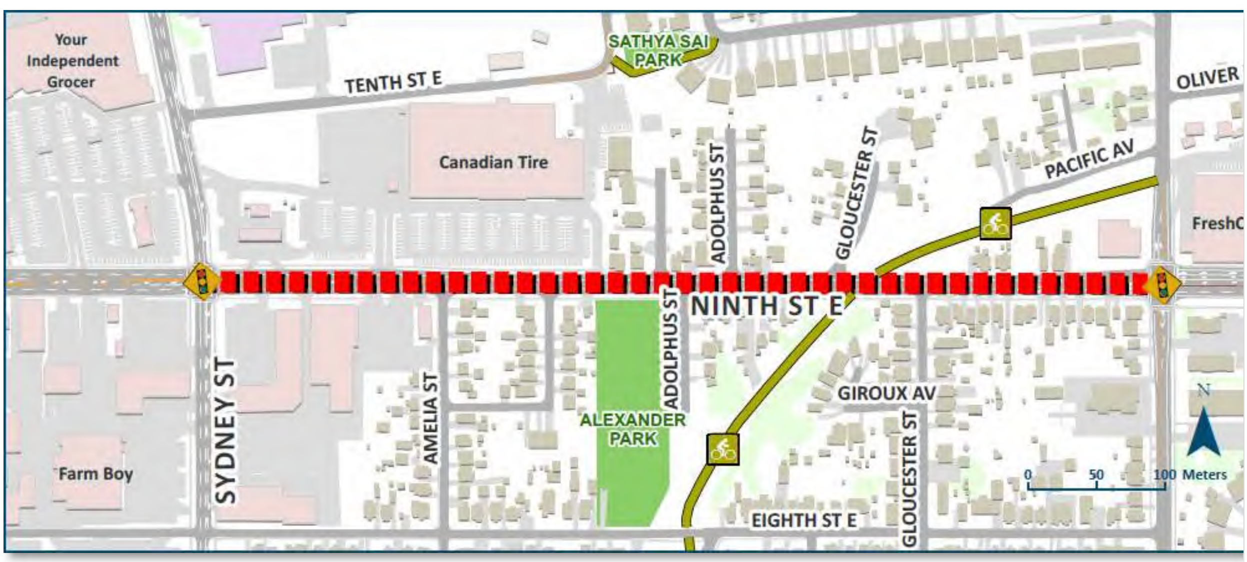
PROJECT NAME: **Ninth St E – Environmental Assessment – Marlborough St to Sydney St**

FUNDING SOURCE(S): $ 150,000 Canada Community Building Fund (CCBF)

Ninth St. E. between Marlborough St. to Sydney St. has been identified to require asphalt rehabilitation based on the asphalt/pavement condition rating (PCR) ranging between 40-43. In the City's Asset Management Plan, this road would be identified as a "very poor" condition rating for an Arterial Street. The current traffic volumes along Ninth St. E. are one of the highest in the city, with an average 15,321 vehicles per day. This makes it imperative that this section of road is rehabilitated in the coming years.

Prior to being rehabilitated, it is recommended that the City conduct an Environmental Assessment to widen Ninth St. E. from Marlborough St. to Sydney St. This report would assess the potential negative and positive environmental effects of the proposed project. Other key components include consultation with government agencies and the public; consideration and evaluation of alternatives; and the mitigation and management of potential negative environmental effects. Conducting an Environmental Assessment promotes good environmental planning before decisions are made about proceeding with a proposed project.

The main goal of this Environmental Assessment is to review alternative street layouts by widening the street to improve the transportation network for vehicles, cyclists and pedestrians. Widening the street for the inclusion of active transportation is in line with the City's Climate Action Plan's goal of reducing green house gasses by promoting residents to walk and roll safely and conveniently and make transportation choices that are healthier for themselves and their community.



INFRASTRUCTURE PLANNING

2026 Budget

Capital Project Sheet

PROJECT NAME: **Centretown – Water St to Montreal Rd Intersections**

FUNDING SOURCE(S): $30,000 Canada Community Building Fund (CCBF)
$210,000 approved in prior years

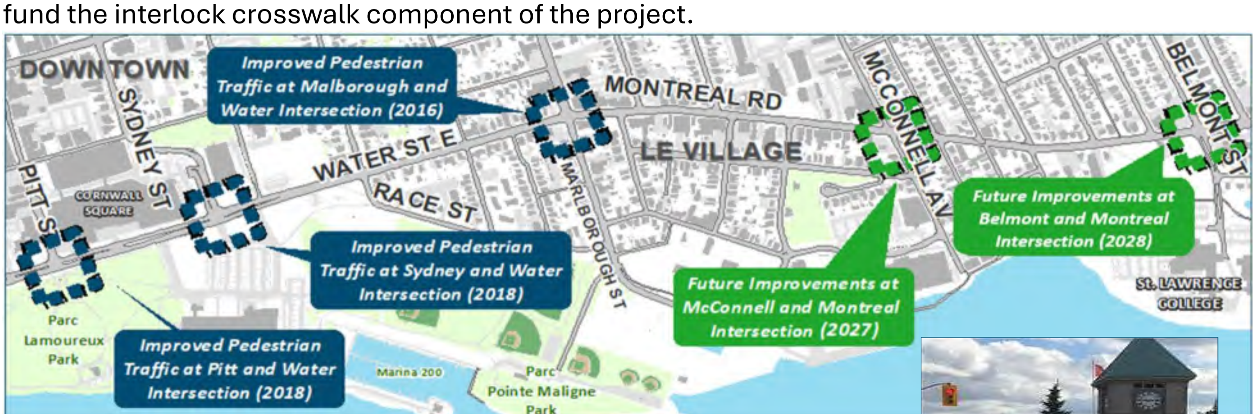
Heart of the City (HOTC) has initiated a Centretown Streetscape Revitalization Strategy and Implementation Plan, with assistance from EDA Collaboration Inc. together with Sierra Planning and Management. The objective of the plan is to provide aesthetic and functional links between Le Village and The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

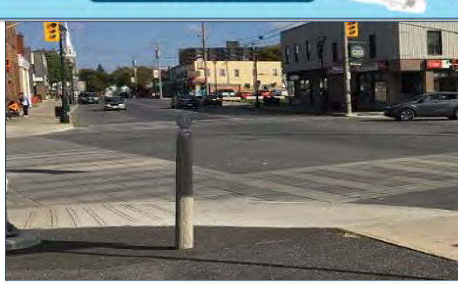
The plan addressed intersection upgrades, sidewalk continuity, parking, lighting, streetscaping elements, landscaping and 'gateway' treatments, primarily along the Water St./Montreal Rd. corridor. It is expected that upgrades will be coordinated with City initiated capital projects. The plan was endorsed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

Inclusion of this project in the 2026 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 2026, the City will continue to contribute to this account in order to fund future crosswalks along the Water St./Montreal Rd. corridor.

In 2027/2028, 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 2027, the funds accumulated in this account will be used to fund the interlock crosswalk component of the project.





PROJECT NAME: **Various Structure Spot Repairs**

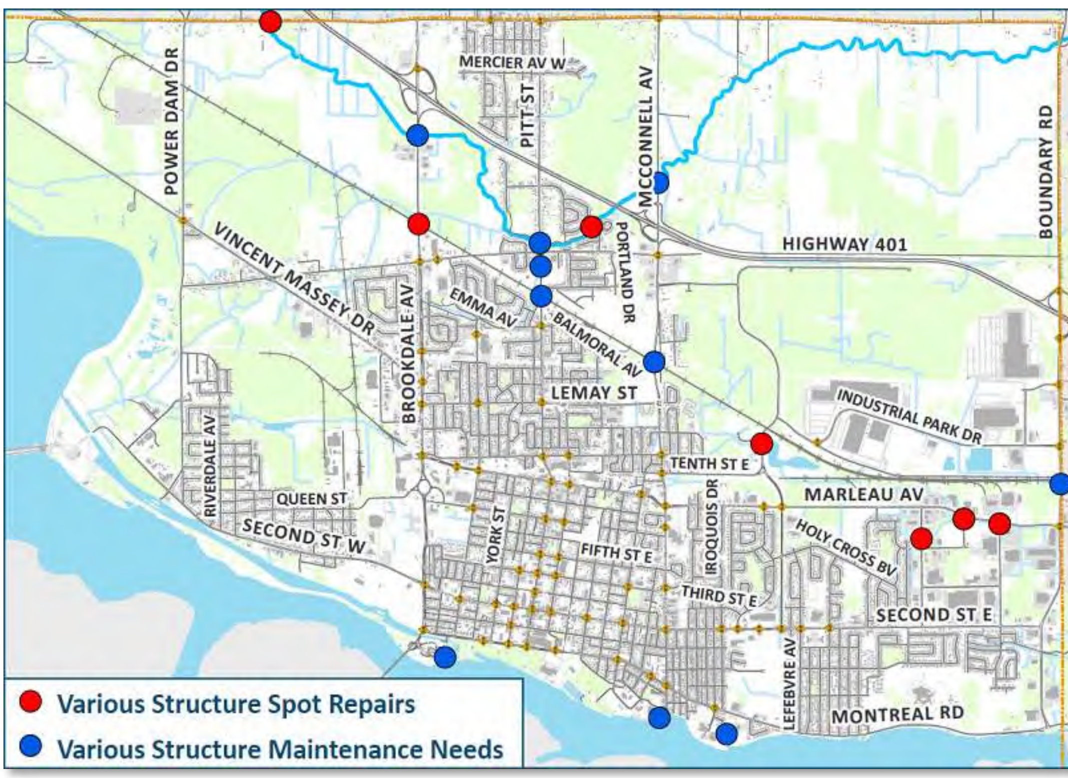
FUNDING SOURCE(S): $200,000 Canada Community Building Fund (CCBF)

The Ontario Structure Inspection Manual report that was conducted in 2024 had a list of deficiencies and maintenance that needed to be addressed. These deficiencies include, but are not limited to approach repairs, stream cleaning, erosion control measures at stream banks and concrete repairs.

The goal of these structural inspections is to ensure, within an economic framework that the City maintains an acceptable condition for its structures in terms of public safety, comfort and convenience.

The scope of work will include additional structural investigations, design and construction to properly rehabilitate the deficiencies at the following structures:

- Various Structure Spot Repairs per OSIM – $125,000
- Various Structure Maintenance Needs per OSIM – $75,000



PROJECT NAME: **Small Diameter Culvert Rehabilitation**

FUNDING SOURCE(S): $100,000 Canada Community Building Fund (CCBF)

The City has several locations in which small diameter Corrugated Steel Pipe (CSP) culverts, ranging from 400mm diameter to 1500mm diameter, require rehabilitation.

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

The small diameter culvert rehabilitation priorities are as follows:

1. Culvert #5356 – 1500mm dia. - 15.07m
2. Culvert #10602 (Provisional) – 450mm dia. - 12.5m
3. Culvert #4673 (Provisional) – 1390mm x 970mm – 18m

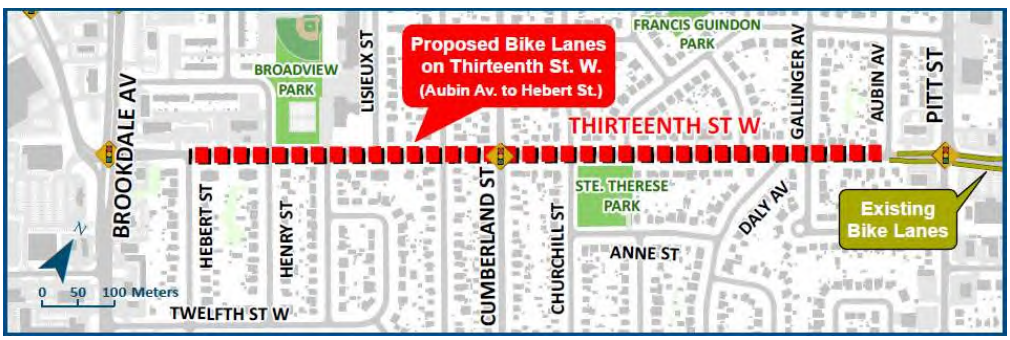
PROJECT NAME: **Active Transportation – Bicycle Infrastructure**

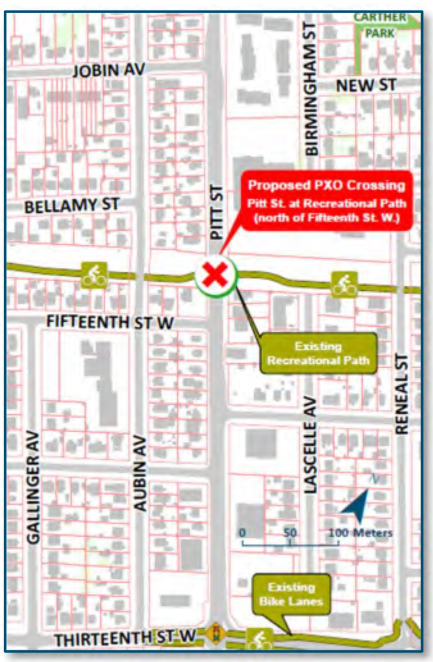
FUNDING SOURCE(S): $460,000 Canada Community Building Fund (CCBF)

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 new Bicycle Infrastructure projects proposed for 2026 are:

- Thirteenth St. W. - Aubin Ave. to Hebert St. – $360,000
- Signalized PXO Crossing at Pitt St. and Recreational Path North of Fifteenth St. W. – $100,000





INFRASTRUCTURE PLANNING

2026 Budget

Capital Project Sheet

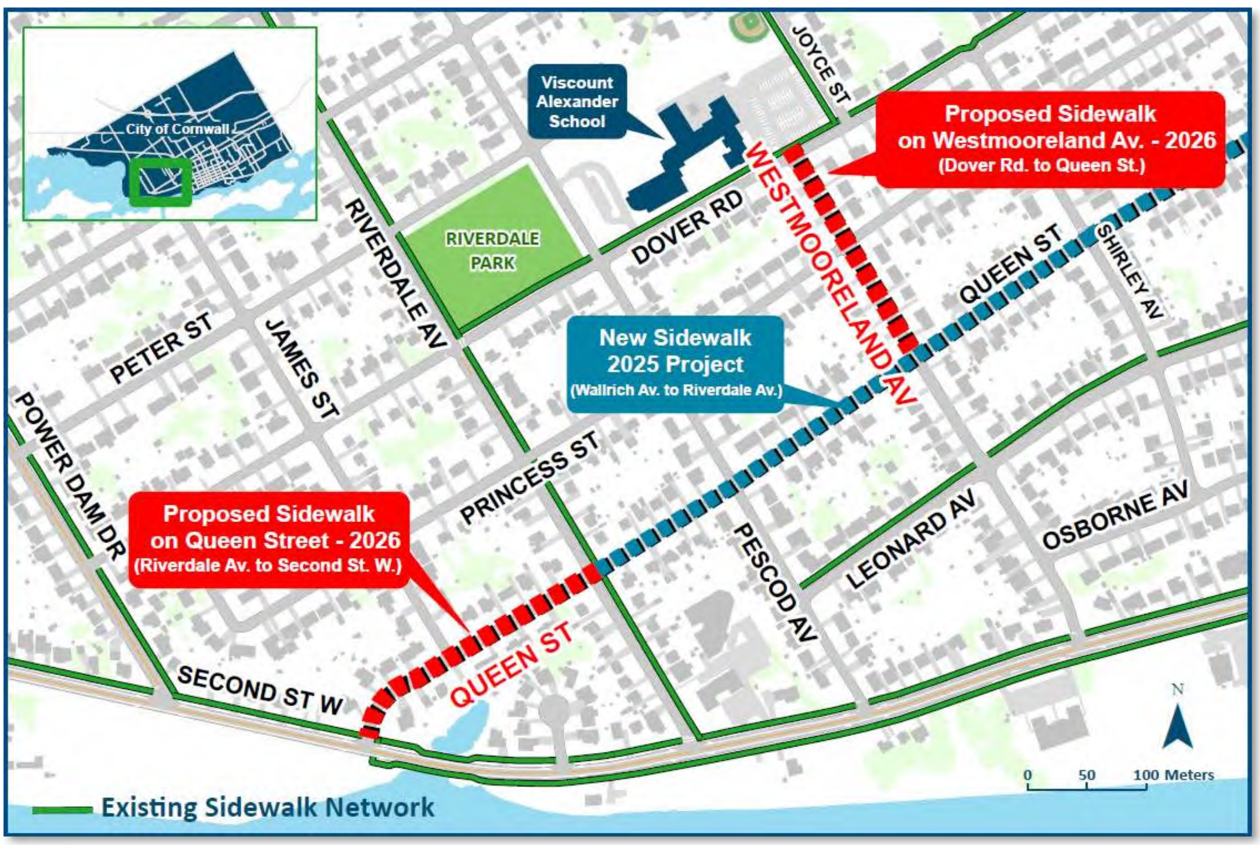
PROJECT NAME: **Active Transportation – Sidewalks**

FUNDING SOURCE(S): $380,000 Canada Community Building Fund (CCBF)

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 new sidewalk construction projects proposed for 2026 are:

- Queen St. - Riverdale Ave. to Second St. W. – $165,000
- Westmooreland Ave. - Dover Rd. to Queen St. – $215,000



PROJECT NAME: **Traffic Signal Upgrades**

FUNDING SOURCE(S): $400,000 Canada Community Building Fund (CCBF)

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 2026:

- Intersection of Marleau Avenue and Boundary Road
- Intersection of Second Street East and Fire Station #2

The existing traffic signals at the intersection of Marleau Ave. and Boundary Rd. were constructed in 2000, and Second Street East and Fire Station #2 were constructed in 1988; both locations require rehabilitation for general maintenance and to meet current standards.

PROJECT NAME: **Pole Replacement Program**

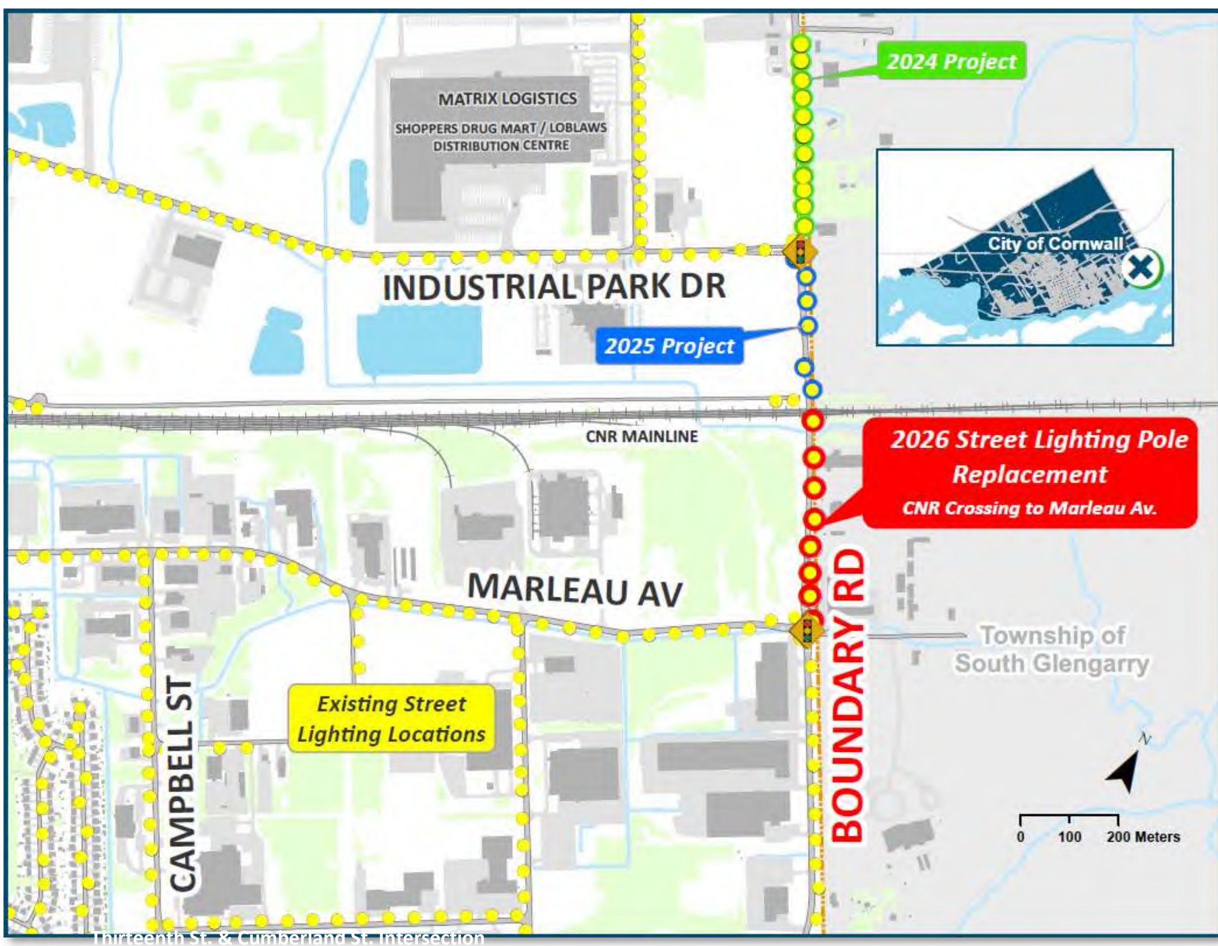
FUNDING SOURCE(S): $125,000 Road Infrastructure Reserve

The City owns and maintains approximately 1,400 streetlight poles and undertakes a street light condition assessment on a bi-annual basis which provides an overall condition grade of the poles. Furthermore, the condition assessment not only identifies deficiencies and establishes priorities for existing pole replacements, but also identifies areas with substandard lighting and those requiring roadway lighting improvements.

The following Pole Replacements are proposed for 2026:

- Boundary Road - South of CNR tracks to Marleau Avenue

The existing streetlighting poles on this section of Boundary Road are aged and in need of replacement. Additionally, new poles will be installed to address insufficient street lighting in the road corridor.



2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
ROADWAYS AND STRUCTURES

LOCATION	FROM	TO	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
ROAD NETWORK												
Asphalt Resurfacing	Various Locations		5,625	5,625	5,700	5,700	5,775	5,775	5,800	5,800	5,850	5,850
Marlborough St. (EA)	Ninth St.	Eleventh St.		100	1500							
Transportation Master Plan				300								
Bicycle and Pedestrian Master Plan				150								
TRANSPORTATION CAPACITY												
Ninth St E Env. Assessment, Design & Rehabilitation	Marlborough St.	Sydney St.	150	250	4,500							
Brookdale Ave - 7th St. to 14th St.	Seventh St.	Fourteenth St.		10,500	4,400							
Marleau Ave/Ninth St. Upgrade - Stg 3	Nick Kaneb Dr.	Campbell St.		5,000								
Brookdale Ave/CN - Connect. Link EA	Tollgate Rd.	Cornwall Centre Rd.		200		5,000	5,000	10,000	10,000			
Pitt St. E Env. Assessment, Design & Rehabilitation	Thirteenth St.	Tollgate Rd.		250	250	4,500						
INTERSECTIONS												
Centretown - Water St./Montreal Rd Intersections			30	30	30	30	30	30	30	30	30	30
STRUCTURES												
Other Structure Rehabilitation			200	600	650	650	700	700	700	700	700	700
Small Diameter Culvert Replacement			100	100	100	100	100	100	100	100	100	100
Boundary Road at Grant's Corners Bridge Rehabilitation				1,000								
Boundary / CNR - EA / Land for Overpass / Construction				300	2,400	2,400	2,400					
ACTIVE TRANSPORTATION (Bikepath & Sidewalk)												
Bicycle Infrastructure (***SEE APPENDIX "A" FOR LIST***)			460	480	480	500	500	520	520	540	540	560
Sidewalk Infrastructure (***SEE APPENDIX "B" FOR LIST***)			380	380	400	400	420	420	440	440	460	460
TRAFFIC AND LIGHTING												
Traffic Signal Upgrades			400	400	400	450	450	450	500	500	550	550
Pole Replacement Program			125	150	150	155	155	160	160	165	165	170
Montreal Rd./Conduits	Alice St.	Marlborough St.		375								
		Total Capital:	**$ 7,470**	**$ 26,190**	**$ 20,960**	**$ 19,885**	**$ 15,530**	**$ 18,155**	**$ 18,250**	**$ 8,275**	**$ 8,395**	**$ 8,420**

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
ACTIVE TRANSPORTATION (Bicycle Infrastructure) "APPENDIX A"

LOCATION	FROM	TO	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Thirteenth St. W	Notre dane St	Churchill St	360									
Off Road Rec Path	Jase St.	Campbell St.	100									
Off Road Rec Path	Leitch Dr.	Beach Av.		240								
Off Road Rec Path	McDonell Cr.	Anderson Dr.		240								
South Branch Rd.	Pitt St.	McConnell Av.			480							
South Branch Rd.	McConnell Av.	City Limits E				500						
McConnell Av.	Hwy 401	South Branch Rd.					500					
Tollgate Rd.	Vincent Massey Dr.	Power Dam Dr.						270				
Power Dam Dr.	Tollgate Rd.	Bicycle Path Crossing						250				
Off Road Rec Path	Future Extension of Nick Kaneb Drive	SCM WY							520			
TBD Master Plan										540	540	560
		Total Capital:	**$ 460**	**$ 480**	**$ 480**	**$ 500**	**$ 500**	**$ 520**	**$ 520**	**$ 540**	**$ 540**	**$ 560**

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST

FOR THE YEARS 2026 - 2035

ACTIVE TRANSPORTATION (Sidewalk Infrastructure) "APPENDIX B"

LOCATION	FROM	TO	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Queen St.	Riverdale Av.	Second St.	185									
Westmooreland Av	Dover Rd	Princess St	120									
Westmooreland Av	Princess St	Queen St.	75									
Cobble Hill Rd.	Brookdale Av.	Meadowvale Cr.		35								
Meadowvale Cr.	Cobble Hill Rd.	Cline Av		230								
Cline Av	Meadowvale Cr.	Cumberland St.		115								
Hoople St.	Leonard Av.	Queen St.			185							
Twelfth St.	Brookdale Av.	Fatima St.			215							
Fatima St. Move	Twelfth St.	Thirteenth St.				195						
Balmoral / Station Rd.	Pitt St.	CNR Station				205						
Twelfth St.	Fatima St	Cumberland St.					145					
Joyce St.	Riverdale Av.	Pescod Av.					135					
Joyce St.	Pescod Av.	Surgenor St.					140					
Dover Rd	Power Dam Dr	James St						155				
Dover Rd	James St	Riverdale Av						105				
Tollgate Rd	Blessed Sacrament Dr	Portland Dr						160				
Ross Ave.	McKenzie St	Mercier Av W							440			
Ross Ave.	Mercier Av W	Cariere Av								280		
Ross Ave.	Cariere Av	Cornwall Centre Rd								160		
McKenzie St.	Ross Av.	Pitt St.									200	
Daly Av	Eleventh St W	Twelfth St W									135	
Daly Av	Twelfth St W	Anne St									125	
Daly Av	Anne St	Thirteenth St W										125
McConnell Av	Lemay St	McConnell Av										335
		Total Capital:	**$ 380**	**$ 380**	**$ 400**	**$ 400**	**$ 420**	**$ 420**	**$ 440**	**$ 440**	**$ 460**	**$ 460**

In thousands$

Waste Management Services

2026 Budget Submission

The City of Cornwall's Waste Management Division currently oversees one open-landfill, two closed-landfill sites, a composting facility, and a hazardous waste facility. These facilities are used to manage the City of Cornwall's waste.

Waste Management experienced significant program changes which occurred in 2025 and are now incorporated into the 2026 budget. The Province’s Extended Producer Responsibility Transition for the Blue Box Recycling program took effect on January 1, 2025. As a result, the City no longer administers the residential portion of the blue box program. Previously, the City received funding for 50% of the net costs for administering the residential blue box program and generated revenue from the sale of recycled materials. Beginning in 2025, Producers assumed full responsibility for blue box recycling services for all residential sources.

Another major change implemented in 2025 was the Ontario Government’s requirement for municipalities with a population over 20,000 to establish a source separated organics program. In response, the City launched a weekly green bin organics collection program. The City is fully responsible for the costs of operating this service, as no provincial funding is available. These operational changes continue to be reflected in the 2026 budget.

The annual budget includes the responsibility for curbside waste collection, Industrial, Commercial and Institutional (IC&I) recycling collection, landfill site operation, landfill security, landfill scale house operations, curbside organics collection, leaf and yard waste collection, and the household special waste depot. Waste Management ensures the operation and maintenance of the landfill gas and leachate collection systems for the landfill sites. The department plans and provides new waste reduction/diversion programs to meet Municipal and Provincial objectives, while seeking new and innovative ways to conserve valuable space within the current landfill design to ultimately maximize the useful life of the facility.

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 Certificate of Approval.
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.

Advancing Council's Strategic Plan/Priorities

The City of Cornwall's Strategic Plan emphasizes the importance of providing effective services and infrastructure to create a welcoming and healthy community.

The delivery of efficient waste management programs aligns with the Strategic Plan vison statement: Everyone is supported by access to financially responsible and sustainable municipal services and infrastructure.

By providing new waste reduction/diversion programs, the Waste Management Division works with residents, businesses and organizations in our City to reduce waste and divert more materials from the landfill which will extend its useful life.

Implementation of the Biosolids, Organics & Septage Master Plan (BOSMP) recommendations will see significant waste streams diverted from landfill and turned into beneficial land re-use products. The Waste Water Treatment Plant biosolids will now be transported for use into an agricultural grade soil amendment. The source separated organic collection program and diversion of this material from the landfill will significantly reduce the amount of landfill gas generated and help reduce Cornwall's greenhouse gas (GHG) footprint as the City strives to achieve Net-Zero by 2050.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Waste Management Services.

Salaries and Benefits

The increase to Salaries and Benefits is related to contractual obligations and the reallocation of staff to the Water & Wastewater Budget. The total decrease is $33,515 or 4.35%.

Purchase of Goods

Waste Management's Purchase of Goods has a marginal increase of $12,750 or 8.76%.

Services and Rents

Overall, Services and Rents have marginally increased by $22,700 Services and Rents accounts for the City no longer operating a residential blue box service. It also accounts for the City operating a curbside organics collection program as well as an IC&I blue box collection service.

Financial and Transfers

The increase of $55,562 or 65.33%, is attributed to property taxes for the recycling facility.

Contribution to Reserves

In 2026, Contributions to Reserves was decreased for costs related to the Closure/Post Closure Liability due to the financial pressures occurring in 2026. Additionally, the City has implemented a number of diversion initiatives which have extended the life of the landfill which include full cost recovery for IC&I tipping fees, alternative daily cover, organics collection, beneficial re-use of biosolids, and a clear bag policy.

Revenue

A decrease of $155,050, or 5.79%, which is primarily related to the financial impact of the one-year transfer ($400K) from the Waste Management Organics Reserve to operating to help offset the impact of the implementation of organics collection in 2025 through 2026.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$648,859	$625,005	$770,183	$736,668	($33,515)	(4.35%)
Purchase of Goods	$106,557	$38,587	$145,500	$158,250	$12,750	8.76%
Services and Rents	$6,270,966	$3,456,634	$5,412,087	$5,434,787	$22,700	0.42%
Financing LTD Principal & Interest	$128,474	$96,356	$128,474	$128,474	$0	0.00%
Financial and Transfers	$398,574	$172,364	$85,046	$140,608	$55,562	65.33%
Contribution to Reserves	$920,000	$700,000	$700,000	$400,000	($300,000)	(42.86%)
Subtotal	**$8,473,430**	**$5,088,946**	**$7,241,290**	**$6,998,787**	**($242,503)**	**(3.35%)**
REVENUE						
Provincial and Federal Grants	$739,192	$198,045	$16,650	$16,600	($50)	(0.30%)
Other Municipalities	$747,903	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$3,822,768	$2,043,564	$2,262,800	$2,507,800	$245,000	10.83%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$400,000	$400,000	$0	($400,000)	(100.00%)
Subtotal	**$5,309,863**	**$2,641,609**	**$2,679,450**	**$2,524,400**	**($155,050)**	**(5.79%)**
NET OPERATING COST (TAXATION)	**$3,163,567**	**$2,447,337**	**$4,561,840**	**$4,474,387**	**($87,453)**	**(1.92%)**
CAPITAL						
Gross Capital	$120,000	$50,000	$475,000	$300,000	($175,000)	(36.84%)
Capital Funding	$0	$0	($425,000)	($300,000)	$125,000	(29.41%)
NET CAPITAL COST (TAXATION)	**$120,000**	**$50,000**	**$50,000**	**$0**	**($50,000)**	**(100.00%)**
TOTAL OPERATING AND CAPITAL	**$3,283,567**	**$2,497,337**	**$4,611,840**	**$4,474,387**	**($137,453)**	**(2.98%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Waste Management Administration	$350,064	$524,299	$602,039	$618,274	$16,235	2.70%
Landfill Operations	$695,864	$383,533	$838,542	$851,173	$12,631	1.51%
Collection and Disposal	$424,506	$259,108	$844,640	$362,930	($481,710)	(57.03%)
Recycling	$1,813,133	$1,330,397	$2,326,619	$2,642,010	$315,391	13.56%
TOTAL OPERATING AND CAPITAL	**$3,283,567**	**$2,497,337**	**$4,611,840**	**$4,474,387**	**($137,453)**	**(2.98%)**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
WASTE MANAGEMENT SERVICES								
Leachate Mounding Remediation Plan	100.00	300.00					300.00	
Leachate and Gas Collection System Upgrades	150.00							
Alternate Disposal Environmental Compliance Approval (ECA)	100.00							
Landfill-site Asphalt Upgrades	75.00							
Landfill Scale House Upgrades	50.00							
Total	475.00	300.00	0.00	0.00	0.00	0.00	300.00	0.00

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	475.00					425.00	50.00
2024 Council Approved Capital	2,570.00		577.50	422.50		1,450.00	120.00
2023 Council Approved Capital	600.00					600.00	
2022 Council Approved Capital	470.00	50.00				370.00	50.00
2021 Council Approved Capital	400.00					400.00	

PROJECT NAME: **Leachate Collection System Mounding Rehabilitation**

FUNDING SOURCE(S): $ 300,000 Waste Management Reserves - Disposal
$ 100,000 approved in prior year

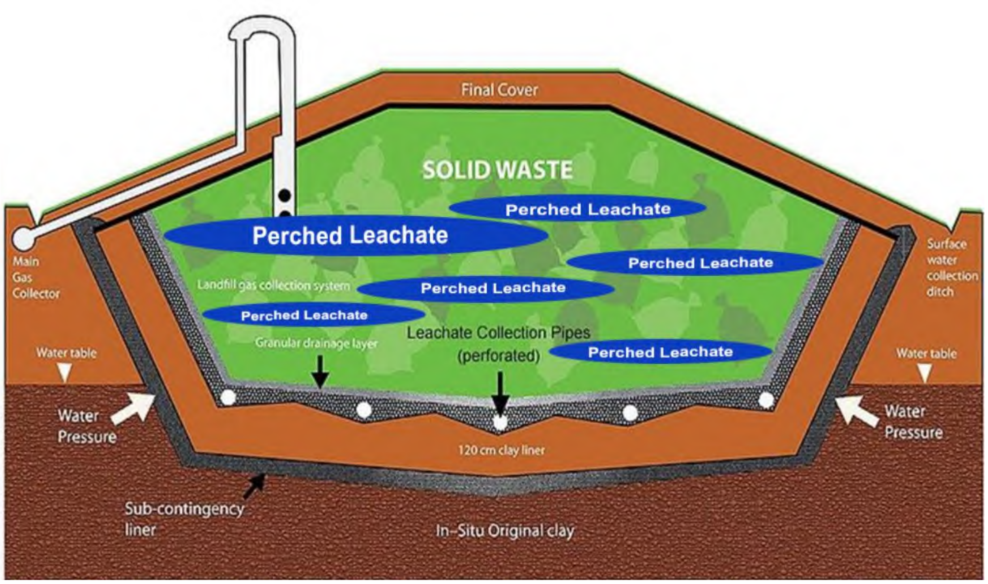
The Cornwall Landfill Site has been experiencing issues with excess amounts of leachate in the active waste mound. Leachate is the toxic liquid that is generated from waste as it decomposes and accumulates precipitation and snowmelt that percolates through the waste mound. Elevated leachate levels have been experienced close to the surface of the waste mound, resulting in leachate infiltrating the landfill gas collection infrastructure.

The City submitted a Leachate Remediation Plan, which was approved by the Ministry of Environment, Climate and Parks (MECP) in 2025. The focus of the remediation plan is to alleviate the excess leachate from the waste mound by allowing the leachate to drain through impermeable layers contained within the waste mound to the leachate collection system infrastructure located at the base contour of the landfill. Elevated levels of leachate within the waste mound cause issues with the gas collection system and can cause excess leachate to migrate off the site through breaches in the liner rather than be collected in the leachate collection system.

By mitigating the mounding issues, the City can then seek a vertical expansion of the site through an ECA amendment application. By resolving the mounding issues, it will also increase the efficiency of the landfill gas collection infrastructure.

For 2026, the Waste Management Department is expecting to expand on the work completed during the 2025 pilot project, that is currently underway, which consists of installing bore holes that penetrate the perched leachate areas.

A cross section of a landfill site demonstrating a perched leachate condition



2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
WASTE MANAGEMENT SERVICES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
WASTE MANAGEMENT SERVICES										
Leachate Mounding Remediation Plan	**300**	200								
Leachate and Gas Collection System Upgrades		150	150	150	150	150	150	150	150	150
Urban Forest Management Plan		150								
Alternate Disposal Environmental Compliance Approval (ECA)		100	100	100	100	100	100	100	100	100
Climate Action Plan & Climate Resilient Cornwall Feasibility Studies		90								
Landfill Site Asphalt Upgrades			50		50		50		50	
Landfill Scale House Upgrades			50			50				50
Maintenance Building Repairs			100			50				50
Organics Source Separation Program - Receiving Facility								100		
Full Cost Analysis and FInancial Plan Update Report		100								
Slope Stability Assessment		100								
Replace Asphalt Paved Surfaces - - Haz Waste Depot,scale house,				500						
Replace Main Service Panels - Scale House Building & Garage			60							
Replace Fuel Storage Tanks (Aboveground) - Up to10,000 L - Garage			110							
Total Capital:	**$ 300**	**$ 890**	**$ 620**	**$ 750**	**$ 300**	**$ 350**	**$ 300**	**$ 350**	**$ 300**	**$ 350**

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2026

BUDGET SUBMISSION

DEVELOPMENT SERVICES

- PLANNING SERVICES
- ECONOMIC DEVELOPMENT
- BUILDING SERVICES

Cornwall
ONTARIO CANADA

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Planning Services

2026 Budget Submission

Planning Services reviews and processes development applications as prescribed by the *Planning Act*. This Division makes informed recommendations to Council on private/public development applications, to guide and shape future development in the community. 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 a variety of land use planning and development activities such as: Planning Administration, Long – Range Planning Policy Formulation and Implementation (e.g. Official Plan, Waterfront Master Plan), Interpretation and Application of the City's Zoning By-law, Development Planning/Approvals, Administration of the Committee of Adjustment, and Heritage Planning/Preservation.

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. Maintain and update key municipal by-laws and development approval services, such as the Official Plan, Zoning By-Law, and Site Plan Approval.
3. Work with other City departments on the maintenance of additional tools such as the Subdivision Manual, and the Sign, Fence and Development Charges bylaw.
4. Enhance communications to residents and stakeholders within the City.
5. Ensure the sustainability of a trained and experienced professional planning team.

Advancing Council's Strategic Plan/Priorities

The Planning Division will continue to advance planning policy, including updating the Official Plan and timely/efficient development approvals for housing. This activity supports the Council priority of Housing for All by creating and environment that enables innovation to build more homes for all. Planning Services also works with a variety of commercial and industrial partners to ensure that Cornwall remains an attractive place to work and play including the commitment to carry through with development approvals for the Great Wolf Lodge Resort which supports the Council's Community Connections priority by harnessing Cornwall as a "Hub City". The Division continues to engage with the community through public engagement and public meetings for policy projects and development applications supporting the Council priority of Fostering a Trustworthy and Engaging City.

Commentary / Budget Variances

Revenue

The Department carries out general Planning and Development application review functions as articulated in the *Planning Act*, including but not limited to Official Plan and Zoning By-Law amendments, Draft Plans of Subdivision and Condominium approvals, Site Plan Approvals, Minor Variances /Consents and Zoning Compliance reviews. Planning applications of this nature generate revenue for the City. The revenue for the Planning Services Division largely comes from fees and service charges. The department continues to experience a modest increase in the volume and complexity of planning applications. The expected increase in applications in combination with a slight increase in the per application fees through recent Fee Schedule updates results in a general increase in expected revenue for 2026. It should be noted that external factors such as interest rates and other factors can affect the pace of development.

The figure of $150,000 in Contributions from Reserves offsets the studies expenses, included in Services and Rents. This contribution is earmarked for the completion of Phase 1 of the Official Plan update that must be completed by 2028.

Salaries and Benefits

Recent recruitments and departmental restructuring through the organizational review resulted in the Planning Services Division being fully staffed in Q2 of 2025. The addition of the Director of Development Services and the Planning Supervisor and existing Staff progressing through their salary steps has resulted in an increased budget in salaries and benefits over 2025 (approximately 27%). However, these costs are offset by the elimination of the use of outside planning consultants for day-to-day functions of the department (2025 budget amount was $300,000) as in-house staff have now been hired.

Purchase of Goods

The Purchase of Goods has decreased by $1,300 (approx. 27%) compared to the 2025 budget. This decrease has been largely achieved to a planned reduction in spending on stationery supplies as we continue to move to digital operations and office equipment.

Services and Rents

Services and Rents will see a general decrease of approximately $116,000 (or 28%) compared to the 2025 budget. This is largely due to the elimination of $300,000 for outside consultants and reductions in City Equipment Rentals (City Vehicle), and Staff Professional Memberships for 2025.

It should be noted that a renewed commitment to Staff development has resulted in a budgeted increase for Staff Training and Conference attendance totalling approximately $5,000. This financial commitment is being offset by other budget reductions as noted above and therefore there is no net increase to the overall 2026 departmental budget.

Contribution to Reserves

There is a $20,000 contribution to replenish reserves for future projects and studies.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$401,731	$373,409	$614,701	$783,265	$168,564	27.42%
Purchase of Goods	$3,617	$3,751	$4,900	$3,600	($1,300)	(26.53%)
Services and Rents	$717,764	$390,314	$418,177	$302,543	($115,634)	(27.65%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$1,421	$3,477	$0	$130,655	$130,655	100.00%
Contribution to Reserves	$0	$20,000	$20,000	$20,000	$0	0.00%
Subtotal	**$1,124,533**	**$790,951**	**$1,057,778**	**$1,240,063**	**$182,285**	**17.23%**
REVENUE						
Provincial and Federal Grants	$0	$66,144	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$268,313	$203,798	$294,000	$458,700	$164,700	56.02%
Internal Revenue	$0	$0	$0	$190,458	$190,458	100.00%
Contribution from Reserves	$82,106	$0	$0	$0	$0	0.00%
Subtotal	**$350,419**	**$269,942**	**$294,000**	**$649,158**	**$355,158**	**120.80%**
NET OPERATING COST (TAXATION)	**$774,114**	**$521,009**	**$763,778**	**$590,905**	**($172,873)**	**(22.63%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$774,114**	**$521,009**	**$763,778**	**$590,905**	**($172,873)**	**(22.63%)**

Economic Development

2026 Budget Submission

The Economic Development Division works to facilitate the growth of the local economy. Included in this section are efforts aimed at industrial, small business and tourism sectors. Major activities include marketing efforts, investment and resident attraction, investor relations, tourism marketing, visitor information services, medical recruitment, delivery of the Community Improvement Programs (CIP) and the operation of the Business Enterprise Centre.

Description

Cornwall Economic Development undertakes five major activities:

- Marketing Cornwall
- Investor relations
- Support to the existing business sector
- Development of the Cornwall Business Park
- Research activities

Key Goals

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

Advancing Council's Strategic Plan/Priorities

Cornwall Economic Development works with investors such as major employers, developers, and retailers to ensure that Cornwall remains an attractive place to live, work and play. This supports Council's strategic priorities of housing and establishing Cornwall as a hub city.

Commentary / Budget Variances

The 2026 Economic Development budget now includes medical recruitment, which joins Tourism, Business Enterprise Centre, CIP programs and core economic development activities.

Salaries and Benefits

The 2026 budget provides for incremental increases due to contractual obligations as team members progress through wage steps.

Purchase of Goods

There is a modest increase of $6,200 (approximately 43%) in Purchase of Goods compared to 2025. This is due to changes in presentation to consolidate separate accounts within the division to account for provisions provided for meetings to support business development and other economic development activities, which is offset by reduction in Services and Rents. Additionally, the Public Relations budget has increased slightly by $1,500 to account for risings costs for general marketing activities such as advertising/deign work etc. However, the total budget is less than previous years and is in line with the 3-year average expenditures.

Services and Rents

There is a 13.38% ($59,834) decrease in Services and Rents, which includes the cost of marketing the City as well as in multiple areas that support employee development and other ongoing operational costs, to support the corporate approach for cost savings to the municipal tax base. In support of staff development, Training and Conferences has increase however this is offset by reductions in General Advertising as we consider more efficient processes and options (e.g. digital tools) to market the City as a destination for businesses, visitors and residents.

Financial and Transfers

Financial and Transfers includes a variety of financial activities that include Summer Company, Starter Company Plus, contributions to the Tourism Development Corporation of Cornwall (TDCC), and medical recruitment. Financial Transfers is budgeted to decrease by approximately $41,000 (4%) compared to the 2025 budget.

There is $200,000 budgeted in 2026 for Medical Recruitment, which as noted above is included in the Economic Development budget. This is the amount to ensure we meet our contractual agreements and support the program.

Revenue

The 2026 budget includes a moderate $134,000 increase in projected (MAT) revenue. Funding levels from the Province that offset the operation of the Cornwall Business Enterprise Centre are expected to remain static and will be mitigated by efforts to secure additional revenue from private and public sector stakeholders, including a $40,000 contribution from the United Counties of SDG.

There is also $109,000 in revenues due to contributions from reserves, for medical scholarships funded from the medical recruitment reserve.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$853,239	$685,452	$845,578	$855,044	$9,466	1.12%
Purchase of Goods	$19,670	$17,009	$14,400	$20,600	$6,200	43.06%
Services and Rents	$591,187	$381,524	$447,157	$387,323	($59,834)	(13.38%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$762,765	$517,554	$982,910	$941,822	($41,088)	(4.18%)
Contribution to Reserves	$200,000	$203,476	$0	$71,166	$71,166	100.00%
Subtotal	**$2,426,861**	**$1,805,015**	**$2,290,045**	**$2,275,955**	**($14,090)**	**(0.62%)**
REVENUE						
Provincial and Federal Grants	$316,088	$223,562	$255,357	$255,357	$0	0.00%
Other Municipalities	$25,000	$25,000	$25,000	$40,000	$15,000	60.00%
Fees, Service Charges, & Misc Revenue	$908,837	$885,527	$1,014,364	$1,086,384	$72,020	7.10%
Internal Revenue	$0	$0	$0	$71,328	$71,328	100.00%
Contribution from Reserves	$357,550	$75,532	$128,300	$109,550	($18,750)	(14.61%)
Subtotal	**$1,607,475**	**$1,209,621**	**$1,423,021**	**$1,562,619**	**$139,598**	**9.81%**
NET OPERATING COST (TAXATION)	**$819,386**	**$595,394**	**$867,024**	**$713,336**	**($153,688)**	**(17.73%)**
CAPITAL						
Gross Capital	$0	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$819,386**	**$595,394**	**$867,024**	**$713,336**	**($153,688)**	**(17.73%)**

Summary by Activity

	2024 Actuals	2025 Actuals Nov (Not Final)	2025 Budget	2026 Submission	$ Change	% Change
Economic Development	$574,648	$486,600	$606,010	$532,805	($73,205)	(12.08%)
Tourism	($14,670)	($67,286)	($9,426)	($25,967)	($16,541)	175.48%
Community Improvement Programs	$11,509	$11,337	$55,000	$54,000	($1,000)	(1.82%)
Business Enterprise Centre	$47,899	($35,257)	$15,440	$38,748	$23,308	150.96%
Medical Recruitment	$200,000	$200,000	$200,000	$113,750	($86,250)	(43.13%)
TOTAL OPERATING AND CAPITAL	**$819,386**	**$595,394**	**$867,024**	**$713,336**	**($153,688)**	**(17.73%)**

Building Services

2026 Budget Submission

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

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. Continuous improvement in permit review and issuance timeframes.
2. Official launch of our Electronic Permitting Solution for Building Permits.
3. Continued professional development and training opportunities.

Advancing Council’s Strategic Plan/Priorities

The Building Services Division aligns with Council's strategic priorities by fostering a community where residents and businesses trust the City, feel engaged, and thrive by ensuring that building regulations and standards are met, creating a safe and welcoming environment. The Division will promote innovation and efficiencies by implementing a digital permitting solution and will continue to review and issue residential building permits in a timely fashion which supports Council’s priority of providing increased housing options and “Housing for All”. This approach sets the foundation for future readiness by continuously evaluating and updating building policies and practices to meet the evolving needs of the community.

Additionally, the department supports neighbourhood plans and designs that create connected communities.

Commentary / Budget Variances

Revenue

The Building Services Division generates revenue through charges for all types of Building Permits. Permit Revenue is budgeted to increase to $1,650,000 due to expected volume and type of permits, which represents a 10% increase compared to 2025. Administration Fees are expected to remain the same ($220,000) with overall revenue being budgeted to decrease by approximately 18%..

Salaries and Benefits

Overall Salaries and Benefits are budgeted to decrease by approximately 26% due to the reduction in administrative and supervisory Staff in 2025. Savings will be realized as a result of not filling these positions immediately in 2026. Notwithstanding, the Division will still incur $1.1 million in Salary and Benefit costs as operationally the Division is fully Staffed. All existing and future Staffing costs are ultimately offset from the Building Reserve, with the expectation that permit fees will cover the cost for these positions over time.

Purchase of Goods

The Purchase of Goods has decreased by $10,000 (approx. 27%) compared to the 2025 budget. This decrease has been largely achieved through a planned reduction in spending on stationery supplies as we continue to move to digital operations and reduced spending on General Supplies, Books and Magazines, and Furnishings as office space is currently up to date for the Division.

Services and Rents

Overall Services and Rents have been budgeted to decrease by approximately 8% compared to 2025. Savings are due generally to reductions in Staff Professional Memberships and Cell Phones which is related to reduction of Staff in 2025. There is a minor reduction in Training. However, Conferences and Training costs have been generally maintained to account for professional development obligations in the Ontario Building Code for staff to acquire and maintain their respective designations. Significant savings has been realized by the removal of an additional $65,000 expense that had been budgeted in 2025 for the digitization of historic Building Permits to convert hard copy records to a digital format.

Financial and Transfers

The increase in Financial and Transfers is related to the purchase of software licenses for BlueBeam, which is an electronic plans review program that is used within the Division.

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$1,048,934	$882,434	$1,494,457	$1,100,280	($394,177)	(26.38%)
Purchase of Goods	$39,655	$10,735	$35,575	$25,851	($9,724)	(27.33%)
Services and Rents	$208,339	$146,266	$303,019	$277,787	($25,232)	(8.33%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$34,578	$27,770	$3,700	$669,668	$665,968	17999.14%
Contribution to Reserves	$65,000	$0	$0	$0	$0	0.00%
Subtotal	**$1,396,506**	**$1,067,205**	**$1,836,751**	**$2,073,586**	**$236,835**	**12.89%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$2,082,449	$2,104,491	$1,721,000	$2,330,118	$609,118	35.39%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$0	$65,000	$1,131,975	$0	($1,131,975)	(100.00%)
Subtotal	**$2,082,449**	**$2,169,491**	**$2,852,975**	**$2,330,118**	**($522,857)**	**(18.33%)**
NET OPERATING COST (TAXATION)	**($685,943)**	**($1,102,286)**	**($1,016,224)**	**($256,532)**	**$759,692**	**(74.76%)**
CAPITAL						
Gross Capital	$263,941	$0	$0	$0	$0	0.00%
Capital Funding	$0	$0	$0	$0	$0	0.00%
NET CAPITAL COST (TAXATION)	**$263,941**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**($422,002)**	**($1,102,286)**	**($1,016,224)**	**($256,532)**	**$759,692**	**(74.76%)**

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2026 BUDGET SUBMISSION

Recreation and Facilities

- RECREATION SERVICES
- CITY FACILITIES

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Parks, Recreation, Arts and Culture

2026 Budget Submission

The Department of Parks, Recreation, Arts and Culture is responsible for a wide variety of recreational, arts and culture programs and endeavours 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 culture and recreation programs in order to assure safe, fun, and cost-effective operations of sports, cultural and leisure facilities and parks.

Description

The Parks, Recreation, Arts and Culture Department is committed to enriching the lives of Cornwall residents by offering inclusive, affordable, and accessible opportunities for leisure, wellness, and cultural expression. Through the management of parks, recreational facilities, community programs, and cultural initiatives, the department promotes healthy, active living and fosters vibrant, resilient communities. We strive to deliver a diverse range of programs and events that reflect the needs and interests of our citizens, while maintaining safe and welcoming spaces that support social connection, creativity, and community pride.

Key Goals

1. Enhance participation and minimize operational costs for our recreation and arts and culture facilities.
2. Align service delivery initiatives and decision-making with the priority areas of the Recreation Master Plan, which include: Active Living; Inclusion and Access; Connecting People and Nature; Supportive Environments; and Recreation Capacity.
3. To provide the citizens of Cornwall the opportunities to undertake a variety of accessible and affordable recreation and leisure activities satisfying the needs of all age groups and diverse lifestyles.
4. Promote Arts and Culture, Recreation, Events and Festivals and support activities that create a welcoming, diverse and healthy community.

Advancing Council's Strategic Plan/Priorities

The Parks, Recreation, Arts and Culture Department plays a vital role in advancing the goals of the City of Cornwall's Strategic Plan by promoting neighbourhood planning and design that prioritizes safety, accessibility, diversity, walkability, health, and connectivity. Through inclusive programs, well-maintained public spaces, and cultural initiatives, the department enhances quality of life, fosters community pride, and supports the development of vibrant, resilient communities.

By investing in recreation infrastructure, arts and culture programming, and community events, the department strengthens social connections, supports environmental sustainability, and contributes to economic vitality. In collaboration with Tourism, it helps animate the city through festivals and attractions that boost local business and civic engagement. Prioritizing equity-seeking groups and initiatives like Seniors Month and Recreation and Parks Month, the department ensures public participation is welcoming and accessible to all, aligning with the City's commitment to building a healthy, diverse, and future-ready Cornwall.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Department of Park, Recreation, Arts and Culture.

Salaries and Benefits

The increase in full-time salaries is due to incremental and contractual obligations and the addition of a Supervisor for Arts and Culture. Part-time salaries are impacted by an increase in minimum wage effective October 1, 2025. An increase of $0.50 has been budgeted across part-time pay scales.

Purchase of Goods

Purchase of Goods has an increase of $12,875 or 5.77%. This increase includes supplies required for the opening and operations of the new Arts Centre and ongoing increases to the cost of supplies.

Services and Rents

Overall, Services and Rents have decreased by $113K or approximately 15%. The net change is related to contracted services and consulting services.

Financial

The overall increase is attributed to equipment purchases required for the operations of the Arts Centre. Subsidies have risen in line with increased revenues, and a 4% budget increase has been allocated to support the Historical Society.

Revenue

Department revenues are projected to increase by $205,235 or 5.13%. This predominately relates to increases in revenue related to general arena rent ($114K), swimming lessons ($6K) and Recreational Fees ($28K) which reflects ice, pool, fieldhouse and court rentals, public skating, stick and puck and drop-in swimming and room rentals ($43K).

Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$2,746,196	$2,201,584	$2,682,693	$2,908,928	$226,235	8.43%
Purchase of Goods	$191,520	$187,925	$223,175	$236,050	$12,875	5.77%
Services and Rents	$1,002,566	$491,242	$754,586	$641,067	($113,519)	(15.04%)
Financing LTD Principal & Interest	$0	$0	$0	$0	$0	0.00%
Financial and Transfers	$989,898	$661,570	$827,546	$860,611	$33,065	4.00%
Contribution to Reserves	$0	$0	$0	$0	$0	0.00%
Subtotal	**$4,930,180**	**$3,542,321**	**$4,488,000**	**$4,646,656**	**$158,656**	**3.54%**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$4,549,247	$3,312,094	$3,961,580	$4,206,836	$245,256	6.19%
Internal Revenue	$0	$82	$0	$0	$0	0.00%
Contribution from Reserves	$0	$40,000	$40,000	$0	($40,000)	(100.00%)
Subtotal	**$4,549,247**	**$3,352,176**	**$4,001,580**	**$4,206,836**	**$205,256**	**5.13%**
NET OPERATING COST (TAXATION)	**$380,933**	**$190,145**	**$486,420**	**$439,820**	**($46,600)**	**(9.58%)**
CAPITAL						
Gross Capital	$60,900	$0	$120,000	$0	($120,000)	(100.00%)
Capital Funding	$0	$0	($120,000)	$0	$120,000	(100.00%)
NET CAPITAL COST (TAXATION)	**$60,900**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$441,833**	**$190,145**	**$486,420**	**$439,820**	**($46,600)**	**(9.58%)**

Summary by Activity

	2024 Actuals	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
Recreation Admin	$385,526	$311,534	$337,033	$402,818	$65,785	19.52%
Benson Centre	($1,084,491)	($810,056)	($1,044,930)	($944,404)	$100,526	(9.62%)
Cornwall Civic Complex	$192,066	$55,621	$189,558	$7,537	($182,021)	(96.02%)
Aquatic Centre	$261,348	$249,204	$377,264	$359,770	($17,494)	(4.64%)
Outdoor Pools	$212,380	$230,245	$284,408	$259,669	($24,739)	(8.70%)
Leisure Arts	$546,346	$310,243	$543,982	$572,207	$28,225	5.19%
Ball Soccer Fields	($50,195)	($47,338)	($35,022)	($35,388)	($366)	1.05%
Marina	($21,147)	($109,308)	($163,948)	($241,807)	($77,859)	47.49%
Arts Centre	$0	$0	($1,925)	$59,418	$61,343	(3186.65%)
TOTAL OPERATING AND CAPITAL	**$441,833**	**$190,145**	**$486,420**	**$439,820**	**($46,600)**	**(9.58%)**

Summary by Facility

Includes Programing and Maintenance

	2024 Actuals	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
Benson Centre	$1,492,803	$1,883,732	$1,887,921	$2,170,159	$282,238	14.95%
Cornwall Civic Complex	$2,142,685	$1,374,330	$1,829,679	$2,074,525	$244,846	13.38%
Aquatic Centre	$1,837,705	$1,571,775	$1,738,311	$1,866,095	$127,784	7.35%
Outdoor Pools	$746,306	$582,456	$671,671	$666,711	($4,960)	(0.74%)
Sports Fields	$634,151	$281,649	$715,255	$548,068	($167,187)	(23.37%)
Marina	$128,184	$18,828	($15,829)	($144,576)	($128,747)	813.36%
Arts Centre	$0	$1,731	$39,100	$881,258	$842,158	2153.86%
TOTAL OPERATING AND CAPITAL	**$6,981,834**	**$5,714,501**	**$6,866,108**	**$8,062,240**	**$1,196,132**	**17.42%**

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
RECREATION SERVICES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Waterfront		790	1,250	1,140	2,100	2,245	940	880	1,404	1,130
Total Capital:	**$ -**	**$ 790**	**$ 1,250**	**$ 1,140**	**$ 2,100**	**$ 2,245**	**$ 940**	**$ 880**	**$ 1,404**	**$ 1,130**

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Facilities

2026 Budget Submission

The City of Cornwall 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 Facilities portfolio includes 60 municipal buildings and 12 residential homes. The department ensures that all relevant compliance standards and by-laws are met.

Description

Our mission is to support the Corporation and community by providing safe, clean, well-maintained facilities in a responsive, effective, and environmentally conscious manner. We provide management, coordination, and technical support of for asset management planning, operations, 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.

Advancing Council's Strategic Plan/Priorities

The Facilities Department plays a key role in supporting these priorities:

1. Community Connections: The department maintains meeting rooms, libraries, and recreational facilities (indoor and outdoor), which are essential for fostering community engagement and social connections.
2. Achieving Net Zero by 2050: The Facilities Department contributes to this goal by implementing energy-efficient practices, upgrading to sustainable technologies, and ensuring that all municipal buildings progress towards net zero targets.
3. Preparing Cornwall for the Future: By maintaining and upgrading infrastructure, the Facilities Department ensures that the city's facilities are resilient and capable of meeting future demands.

These efforts align the Facilities Department with the broader strategic goals of the city, ensuring that Cornwall remains a vibrant, sustainable, and connected community.

Commentary / Budget Variances

The following is a summary that provides an overview of the year-over-year changes to the budget, supporting the detailed financial information that follows. This summary highlights key areas of changes in expenditures and revenues for the Facilities department.

Salaries and Benefits

Overall, there is a net increase in Salaries and Benefits largely due to the increase in wages because of incremental and contractual obligations.

Purchase of Goods

There is a $262,093 or 9.15% increase in Purchase of Goods. This increase is attributed to adjustments to reflect actual costs based on a 3-year average and an increase in utility costs of $215,609 due to energy cost increases and addition of new facilities to the City's portfolio.

Services and Rents

There is a $63,207 or 2.50% increase in Services and Rents largely related to increases in contracted services, snow clearing, plumbing, HVAC, and electrical services adjusted to reflect the 3-year average actual expenditures

Financing LTD Principal & Interest

Budgeted debt servicing cost would increase by $1,481,665 (81.55%) attributable to new financial commitments approved in prior budget years for the new Fire HQ, the Fire training centre, the Arts centre, and the work undertaken on the Civic Complex's Roof.

Contribution to Reserves

The Contribution to Reserves will increase by $192,176 or 14.27% in 2026 to reflect increased building maintenance needs.

Revenue

There is an overall increase in revenue of $504,559, or 18.83% in 2026. This increase largely relates to increased withdrawal from Reserves by $633,757 or 137.08% to support debt servicing incurred on capital projects.



Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$3,731,474	$2,904,262	$4,342,098	$4,618,558	$276,460	6.37%
Purchase of Goods	$3,093,689	$2,221,886	$2,865,914	$3,128,007	$262,093	9.15%
Services and Rents	$2,839,626	$2,015,796	$2,532,516	$2,595,723	$63,207	2.50%
Financing LTD Principal & Interest	$1,096,275	$1,006,062	$1,816,807	$3,298,472	$1,481,665	81.55%
Financial and Transfers	$52,366	$57,959	$52,569	$57,138	$4,569	8.69%
Contribution to Reserves	$1,530,388	$1,078,513	$1,347,169	$1,539,345	$192,176	14.27%
Subtotal	**$12,343,818**	**$9,284,478**	**$12,957,073**	**$15,237,243**	**$2,280,170**	**17.60%**
REVENUE						
Provincial and Federal Grants	$60,473	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$1,576,753	$1,189,278	$1,655,347	$28,864	($1,626,483)	(98.26%)
Internal Revenue	$654,415	$0	$561,760	$2,059,045	$1,497,285	266.53%
Contribution from Reserves	$178,715	$390,048	$462,332	$1,096,089	$633,757	137.08%
Subtotal	**$2,470,356**	**$1,579,326**	**$2,679,439**	**$3,183,998**	**$504,559**	**18.83%**
NET OPERATING COST (TAXATION)	**$9,873,462**	**$7,705,152**	**$10,277,634**	**$12,053,245**	**$1,775,611**	**17.28%**
CAPITAL						
Gross Capital	$592,277	$40,000	$4,450,000	$1,750,000	($2,700,000)	(60.67%)
Capital Funding	$0	$0	($4,410,000)	($1,750,000)	$2,660,000	(60.32%)
NET CAPITAL COST (TAXATION)	**$592,277**	**$40,000**	**$40,000**	**$0**	**($40,000)**	**(100.00%)**
TOTAL OPERATING AND CAPITAL	**$10,465,739**	**$7,745,152**	**$10,317,634**	**$12,053,245**	**$1,735,611**	**16.82%**

Summary by Activity

	2024 Actuals	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
Municipal Facilities	$2,455,425	$1,212,994	$2,609,652	$3,001,798	$392,146	15.03%
Recreation Facilities	$8,010,314	$6,532,158	$7,707,982	$9,051,447	$1,343,465	17.43%
TOTAL OPERATING AND CAPITAL	**$10,465,739**	**$7,745,152**	**$10,317,634**	**$12,053,245**	**$1,735,611**	**16.82%**

2026 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT
FOR THE YEAR 2026

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

DESCRIPTION	2025 GROSS BUDGET	2026 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
CITY FACILITIES								
Recreation Facilities								
Civic Complex								
Heating System Design and Installation (incl Aquatic Ctr)		1,300.00					1,300.00	
Arena Roof Replacement	1,000.00							
Aquatic Centre								
Dectron Replacement	700.00							
Benson Centre								
Turf Replacement (Fieldhouse)	300.00							
Dehumidification For Pads #2 & #3	200.00							
Outdoor Recreation								
Playground Structure Replacement	150.00	150.00				120.00	30.00	
Bicycle Path Repairs	50.00	50.00				50.00		
Outdoor Pool Basin Repairs	1,500.00							
Outdoor Bleacher Replacement	40.00							
Parkwood Estates Subdivision Park	300.00							
Optimist Park – Soccer Fields & Fencing Replacement	110.00							
Municipal Facilities								
Paramedic Station Expansion Design		250.00			97.50		152.50	
Asbestos Remediation City Facilities	100.00							
Library								
Library Roof		345.00					345.00	
Total	4,450.00	2,095.00	0.00	0.00	97.50	170.00	1,827.50	0.00

FROM PRIOR YEARS

DESCRIPTION	GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
		GRANTS	FINANCING	DEV. CHARGES	CCBF RESERVE	SPECIFIC RESERVE	
2025 Council Approved Capital	4,450.00		2,500.00	300.00	50.00	1,560.00	40.00
2024 Council Approved Capital	11,280.00		8,000.00	300.00	285.00	2,305.00	390.00
2023 Council Approved Capital	3,952.00	5.00	1,275.00		375.00	1,695.00	602.00
2022 Council Approved Capital	1,747.00				705.00	785.00	257.00
2021 Council Approved Capital	2,586.00	195.00			525.00	1,785.00	81.00

PROJECT NAME: **Complex and Aquatic Centre Heating System Design and Installation**

FUNDING SOURCE(S): $ 1,300,000 Recreation Facilities Reserve

The Cornwall Civic Complex and the Aquatic Centre are both provided with hot water from Cornwall District Heating Co-Generation Plant, owned by Fortis. They have indicated that they are planning to shutter the CDH plant in September 2027. As such, the two facilities need to move toward another heating source.

This project is for hiring an Engineering Firm to review a previous study that evaluated various heating sources (natural gas and heat pumps), develop a detailed design, prepare tender documentation, and conduct contract administration for the installation of the selected heating system.

Heat exchanger and circulation pumps at Aquatic Centre

PROJECT NAME: **Playground Structure Replacement**

FUNDING SOURCE(S): $120,000 Canada Community Building Fund (CCBF)
$ 30,000 Parkland Reserve
$150,000 Total Funding

The 2021 Recreation Master Plan recommends that the City replace its existing inventory of playground structures at a rate of two 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 Broadview Park and Reg Campbell Park are proposed to be replaced as part of this project.

Broadview Park consists only of a swing set and a small climber. It does not contain an accessible playground structure option. The City has been replacing “swing only” sites to more inclusive playgrounds with additional equipment. This location also housing the Boys and Girls Club.

The playground equipment at both parks is approximately 25 to 35 years old. For neighbourhood-serving parks like Reg Campbell and Broadview, the Recreation Department typically allocates a budget of $75,000 for the supply and installation of new playground structures.

New accessible playground structures in these parks will improve the level of service for residents within these neighbourhoods.

Broadview Park Equipment

Reg Campbell Park Equipment

PROJECT NAME: **Bicycle Path Repairs**

FUNDING SOURCE(S): $50,000 Canada Community Building Fund (CCBF)

The project will address health/safety issues with the recreation path trail system 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 recreation path infrastructure. The City maintains approximately 40km of bicycle paths within the City's boundaries. This level of funding allows the path to be resurfaced on a 30-to-35-year cycle.

Existing bike path along Vincent Massey Dr. adjacent to Guindon Park

PROJECT NAME: **Paramedic Station Expansion Design**

FUNDING SOURCE(S):
$ 152,500 Municipal Buildings Reserve
$ 97,500 Development Charges
$ 250,000 Total Funding

The current Paramedic Station located at 601 Campbell Street was completed in 2014. The building was designed and constructed to accommodate a fleet of 17 emergency vehicles and staffing of up to 100 frontline staff and 10 administrative staff. Growth in the department over the last decade has increased our fleet of emergency vehicles to 25 (70% increase) with frontline staffing now at 160 (60% increase) and administrative staff of 14 (40% increase). Internal modifications to the building have occurred as necessary to accommodate some of the growth, however, the building has exceeded its maximum capacity.

An estimated 5,000ft^2 expansion to the current building is proposed to address current and future growth. Emergency vehicles must be kept in a protected environment in accordance with legislated requirements to ensure the integrity of patient care equipment, supplies, and medication.

Architectural design will be required as a first step in the planning and development process prior to construction in 2027/2028.

Paramedic Station at 601 Campbell Street

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Civic Complex										
New Heating System Design and Installation	1,300									
Additonal Parking Spaces		300	200	200						
Exit Ramp Replacements		120	120	120	120	120				
Kitchen Equipment Upgrade		75								
Conventional - Built-Up Roof		250	500							
Asphalt Paved Surfaces - Parking Area		250								
Windows				750						
Ceramic Tile Floor									290	
Direct Digital Control Systems					480					
Window Walls				325						
Ice Rink Compressors								93	93	93
Ice Rink Auxiliary Equipment			247							
Air Cooled Chillers				200						
Electrical Distribution					190					
Concrete Paved Surface - Roadway					125					
Exhaust Fans - Large		115								
Electrical Service - Large - 1600A				114						
Refrigerant DX Condensing Units - Over 20 Tons		102								
Concrete Paved Surfaces			88							
Skylights										64
Exhaust Fans - Centrifugal		61								
Upper Level Flooring Replacement		245								
Arena Promenade Ceiling						950				
South Elevator Upgrade		300								
Replacement Exit Ramps		200	200							
Aquatic Centre										
Passenger Elevators - Up to 3 Storey										218
Concrete Paved Surfaces										190
Lockers - Full Height										173
Air Handling Units - Packaged - Up to 10,000 CFM										160
Direct Digital Control Systems				110						
Rubber / Spring Gym Floor				102						
Heat Exchanger - Shell and Tube										76
Change Room Modification (Gender Neutral)		75	750							
Slide Repairs / Replacement						500				
Dehumidification - Dectron Replacement				1,010						
Benson Centre										
Artificial Turf										
Dressing Room & Hallway Flooring		200	200	200						
Fire Alarm Systems						1,320				
Interior Stair Finishes						878				
Direct Digital Control Systems						804				
Conventional - Single Ply Membrane						557				
Public Address and Music Systems				227						
Ice Rink Compressors				45						
Ice Rink Central Dehumidifiers		365								
Heat Pumps				81						
Domestic Water Booster Systems						80				
Make Up Air Units - Over 500 MBH						80				
Ice Rink Flood Hot Water Heaters				61						

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Gymnasium			5,000							
Hot Water Boiler Replacement				60						
Refrigeration System Maintenance								350		
Cornwall Curling Centre										
Curling Club Refrigeration System					350					
Fire Alarm Systems			151							
Packaged Rooftop Units - Over 20 Tons			67							
Cornwall Public Library										
Windows				24		363				
Asphalt Paved Surfaces - Parking Area			337							
Interior Stair Construction				206						
Conventional - Built-Up Roof		200								
Finned Tube Radiation Units		23	79							
Electronic / Electric Control Systems				79						
Emergency Power Generator Systems - Up to 300kVA				72						
Fencing and Gates - Chain Link Fence				57						
Outdoor Facilities										
Pool Basin Repairs		1,500	155	1,545	160	1,590	165	1,640		
Bleacher Replacement		55	55							
Lamoureux Park Splashpad Upgrade		120								
St. Theresa Splashpad Upgrade		80								
Riverdale Park Splashpad Upgrade		80	80							
Big Ben Lift Upgrade				500						
Marina 200										
Dock Replacement and Upgrades		75	500	50	50	50	50	50	50	50
Other Site Systems and Equipment		72								
Asphalt Paved Surfaces - Parking Area								50		
Playing Fields										
Parks Building Electrical Upgrades		150								
Saunders Drive (Pickle Ball)			250							
Reg Campbell Ball Netting			75							
Reg Campbell Parking Improvements				75						
Parks										
Parking Improvements		250	100							
Playground Structure Replacement	150	150	150	150	150	150	150	150	150	150
Cenotaph Sidewalks		120								
Bicycle Path Repairs	50	50	50	50	50	50	50	50	50	50
Guindon Park Camping		50	50							
Upgrade Of Skate Board Park / BMX		1,000								
Outdoor Park Furniture		55								
Optimist Park Field Light Poles						120				
Kinsmen Soccer Building										
Gravel Paved Surface - Parking Area		100								
Lamoureux Park - Band Shell										
Benches - Metal				102						
General Park Upgrades		1,108								

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST

FOR THE YEARS 2026 - 2035

CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Lamoureux Park - Wood House Museum										
Passenger Elevators - Up to 3 Storey							109			
Masonry								65		
Legion Park										
Asphalt Paved Surfaces - Parking Area										183
Memorial Park Cenotaph										
Site Lighting		72								
Concrete Paved Surfaces								50		
Optimist Park Workshop/Offices										
Metal Roofing		278								
Fencing and Gates - Chain Link Fence				80						
Metal Cladding		79								
Main Service Switchboards - Up to 800A			74							
City Facilities										
Arc Flash Risk Analysis		150			250					
Asbestos Remediation City Facilities		100	100	100	100	100	100	100	100	
Water Sewer Building										
Metal Roofing		200								
Metal Cladding		66								
City Hall										
Passenger Elevators - Up to 3 Storey						218				
Conventional - Built-Up Roof							275			
Electrical Distribution					91					
Interior Stair Construction								54		
Fire Hall 1										
Conventional - Built-Up Roof							208			
Air Distribution Systems				130						
Exterior - Overhead Doors - Industrial				122						
Asphalt Paved Surfaces - Parking Area				106						
Windows		58								
Vinyl Tile / Plank Floor		55								
Fire Alarm Systems					55					
Fire Hall 2										
Masonry Repairs		50								
Metal Roofing		270								
Metal Cladding				122						
Guindon Park - Maintenance Shop + Addition										
Metal Roofing		120								
Fencing and Gates - Chain Link Fence		92								
Metal Cladding		90								
Justice Building										
Air Distribution Systems				923						
Interior Lighting									586	
Fire Alarm Systems							386			
Electrical Distribution		232								

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST
FOR THE YEARS 2026 - 2035
CITY FACILITIES

DESCRIPTION	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Main Service Switchboards - 800A to 1600A				132						
Justice Building Main Roof						300	300			
Justice Building North and South Side Roofs		100								
Electrical Service - Large - 1600A				103						
Concrete Paved Surfaces				88						
Main Service Switchboards - Up to 800A				74						
Vinyl Tile / Plank Floor										70
Carpet Floor				54						
Justice Building HVAC Cleaning		60								
St. Columban's Parking Lot			50				50			
Paramedic Building Cornwall Base										
Paramedic Station Expansion Project - Design	250	2,500								
Air Conditioning		220								
Vinyl Sheet Floor				92						
EMS Apron Repairs				75						
Transit Admin-Garage										
Conventional - Built-Up Roof									723	
Air Distribution Systems				453						
Electrical Service - Medium - 800A				106						
Motor Control Centers		92								
Main Service Switchboards - Up to 800A		74								
Metal Wall Covering				73						
Environmental Sustainability										
Electric Vehicle Charging Stations		360								
Total Capital:	**$ 1,750**	**$ 13,214**	**$ 9,628**	**$ 9,348**	**$ 2,171**	**$ 8,230**	**$ 1,843**	**$ 2,652**	**$ 2,042**	**$ 1,477**

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2026 BUDGET SUBMISSION

COMMUNITY PARTNERS

Cornwall
ONTARIO CANADA

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Operating and Capital Financial Summary

	2024 Actual	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	$0	$0	$0	$0	$0	0.00%
Purchase of Goods	$758	$3,025	$0	$0	$0	0.00%
Services and Rents	$47,026	$82,062	$4,338	$4,424	$86	1.98%
Financing LTD Principal & Interest	$102,958	$77,218	$102,958	$68,638	($34,320)	(33.33%)
Financial and Transfers	$4,388,948	$3,426,670	$4,334,207	$4,600,112	$265,905	6.14%
Contribution to Reserves	$252,791	$701,653	$770,438	$236,066	($534,372)	(69.36%)
Subtotal	**$4,792,481**	**$4,290,628**	**$5,211,941**	**$4,909,240**	**($302,701)**	**(5.81%)**
REVENUE						
Provincial and Federal Grants	$0	$0	$0	$0	$0	0.00%
Other Municipalities	$0	$0	$0	$0	$0	0.00%
Fees, Service Charges, & Misc Revenue	$46,600	$51,303	$51,303	$51,303	$0	0.00%
Internal Revenue	$0	$0	$0	$0	$0	0.00%
Contribution from Reserves	$572,115	$112,783	$138,523	$83,523	($55,000)	(39.70%)
Subtotal	**$618,715**	**$164,086**	**$189,826**	**$134,826**	**($55,000)**	**(28.97%)**
NET OPERATING COST (TAXATION)	**$4,173,766**	**$4,126,542**	**$5,022,115**	**$4,774,414**	**($247,701)**	**(4.93%)**
CAPITAL						
Gross Capital	$0	$0	$394,000	$345,000	($49,000)	(12.44%)
Capital Funding	$0	$0	($394,000)	($345,000)	$49,000	(12.44%)
NET CAPITAL COST (TAXATION)	**$0**	**$0**	**$0**	**$0**	**$0**	**0.00%**
TOTAL OPERATING AND CAPITAL	**$4,173,766**	**$4,126,542**	**$5,022,115**	**$4,774,414**	**($247,701)**	**(4.93%)**

	2024 Actuals	2025 Actual Sep	2025 Budget	2026 Submission	$ Change	% Change
Cornwall Public Library - Operating	$2,243,844	$1,976,856	$2,510,706	$2,586,022	$75,316	3.00%
Cornwall Public Library - Net Capital	$0	$0	$0	$0	$0	0.00%
Cornwall Public Library - City overheads	$96,823	$78,754	$48,035	$53,126	$5,091	10.60%
Cornwall & Regional Airport	$110,126	$0	$0	$110,126	$110,126	100.00%
Eastern Ontario Health Unit	$890,711	$674,712	$899,618	$926,607	$26,989	3.00%
Heritage Cornwall	$0	$3,616	$3,616	$3,616	$0	0.00%
Raisin Region Conservation Authority	$577,214	$456,857	$568,173	$628,736	$60,563	10.66%
Canada Day Committee	$25,000	$37,000	$25,000	$25,000	$0	0.00%
Your Arts Council	$25,000	$25,000	$25,000	$30,000	$5,000	20.00%
Encore Education Centre	$30,000	$0	$30,000	$0	($30,000)	(100.00%)
Diversity Cornwall	$0	$20,000	$20,000	$35,000	$15,000	75.00%
Social Development Council	$0	$66,979	$66,979	$0	($66,979)	(100.00%)
Centre 105	$0	$0	$0	$50,000	$50,000	100.00%
Festival International Afro	$0	$0	$0	$5,000	$5,000	100.00%
Transfers/Payments back to the Working Reserve						
Payback to Working Reserves (EORN)		$54,226	$54,226	$54,226	$0	0.00%
Fund Library - budget shortfall (2024 budget)		$35,000	$35,000	$0		
EOHU (2024 increase in the budget)	$0	$146,327	$146,327	$0	($146,327)	(100.00%)
United Way	$0	$200,000	$200,000	$0	($200,000)	(100.00%)
Diversity Cornwall	$0	$20,000	$20,000	$0	($20,000)	(100.00%)
1784 Celebration	$0	$20,000	$20,000	$0	($20,000)	(100.00%)
Senior's Month	$0	$25,000	$25,000	$0	($25,000)	(100.00%)
RFP Truth and Reconciliation	$0	$100,000	$100,000	$23,768	($76,232)	(76.23%)
uOttawa Business Case Study	$0	$60,000	$60,000	$33,072	($26,928)	(44.88%)
Canada day	$0	$0	$0	$25,000	$25,000	100.00%
SUBTOTAL	**$3,998,718**	**$4,000,327**	**$4,857,680**	**$4,589,299**	**($268,381)**	**(5.52%)**
Other	($7,452)	($2,191)	$0	$0	$0	0.00%
Signature Events	$30,000	$30,000	$30,000	$30,000	$0	0.00%
Municipal Grants Program - Net	$152,500	$98,406	$134,435	$155,115	$20,680	15.38%
TOTAL OPERATING AND CAPITAL	**$4,173,766**	**$4,126,542**	**$5,022,115**	**$4,774,414**	**($247,701)**	**(4.93%)**

Cornwall Public Library
Operational Budget Overview
January through December 2026

	Jan - Dec 25	Jan-Dec 2026	%Change 2026
Ordinary Income/Expense			
Income			
401-00 · City of Cornwall	2,510,705.60	2,586,022.43	3%
405-00 · Province Per H'hold	92,828.00	92,828.00	0%
Total 430-00 ·Donations & Grants	3,500.00	0.00	-100%
Total 435-00 · Photocopy/Rental/Sales	26,000.00	26,500.00	2%
Total 440-00 · Fines/Fees	12,500.00	12,500.00	0%
Total 450-00 · Community Donations	3,000.00	2,000.00	-33%
	2,648,533.60	2,719,850.43	3%
510-00 · Salaries	1,491,234.85	1,519,000.00	2%
515-00 · Benefits	338,687.98	342,566.45	1%
520-00 · Administration	94,142.76	98,467.00	5%
530-00 · Property Maintenance	134,000.00	140,000.00	4%
540-00 · Utilities	117,848.45	122,286.00	4%
600-00 · Library Materials	317,830.98	317,830.98	0%
630-00 · Library Supplies & Services	120,288.58	143,000.00	19%
640-00 · Equipment & Furniture	5,000.00	6,000.00	20%
650-00 · Professional Development	7,000.00	7,200.00	3%
660-00 · Promotion	9,000.00	9,200.00	2%
670-00 · Library Programming	7,500.00	7,800.00	4%
700-00 · Photocopying Services	6,000.00	6,500.00	8%
Total Expense	2,648,533.60	2,719,850.43	3%
Net Ordinary Income	0.00	0.00	
Net Income	**0.00**	**0.00**	

OPERATIONAL BUDGET 2026

STORMONT, DUNDAS AND GLENGARRY HISTORICAL SOCIETY - Cornwall Community Museum

	2026 amount	2025 amount	difference	% change
REVENUE				
Memberships	$1,500	$1,250	$250	20%
Member Donations	$1,000	$1,000	$0	0%
Donations, Door	$3,500	$3,000	$500	17%
Sale of Merchandise	$3,000	$1,000	$2,000	200%
Research Services	$3,600	$0	$3,600	NEW
City of Cornwall	$168,565	$162,082	$6,483	4%
Museum Events - Fundraising	$5,000	$4,000	$1,000	25%
Rent	$21,000	$18,000	$3,000	17%
CMOG Provincial Grant	$14,542	$14,542	$0	0%
Nonprofit Organization Grants	$500	$500	$0	0%
TOTAL REVENUE	**$222,207**	**$205,374**	**$16,833**	**8%**
EXPENSES				
Recruitment	$0	$0	$0	0%
Curatorial supplies	$1,000	$1,000	$0	0%
Events Non-eligible	$500	$500	$0	0%
Accounting fees	$10,000	$10,000	$0	0%
Administration	$500	$500	$0	0%
Advertising	$3,500	$3,000	$500	17%
Bank charges	$50	$50	$0	0%
Internet	$1,220	$1,220	$0	0%
Telephone	$1,500	$1,500	$0	0%
Web Hosting	$360	$120	$240	200%
Software	$756	$156	$600	385%
Insurance	$1,970	$1,891	$79	4%
Maintenance	$1,000	$1,000	$0	0%
Acquisitions	$100	$100	$0	0%
Display	$2,000	$1,000	$1,000	100%
Office	$2,000	$2,000	$0	0%
Professional Development	$1,000	$1,000	$0	0%
Equipment and Capital	$4,500	$4,500	$0	0%
Commercial Cleaning Service	$1,500	$0	$1,500	NEW
Wages	$165,474	$162,229	$3,245	2%
EI (employer)	$3,596	$3,486	$110	3%
CPP (employer)	$9,114	$8,919	$195	2%
WSIB (employer)	$650	$503	$147	29%
Payroll Expenses	$700	$700	$0	0%
Employee Health Benefits	$5,745	$0	$5,745	NEW
Employer RRSP Contribution	$3,310	$0	$3,310	NEW
TOTAL EXPENSES	**$222,045**	**$205,374**	**$16,671**	**8%**
REVENUE - EXPENSES	**$162**	**$0**		

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2026 BUDGET SUBMISSION

CITYWIDE CAPITAL SUMMARY

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2026 CAPITAL BUDGET SUBMISSION

*Please note all figures are in 000s of dollars

CAPITAL PROJECT DESCRIPTION	$ 2025	$ 2026	EXTERNAL FUNDING			RESERVES and RESERVE FUNDS			Tax Base
			Grants / Other	SDG	Financing	Dev. Charges	CCBF	Reserves	
FINANCIAL SERVICES									
ITT Services									
Digital Transformation Phase 3 – HR, Payroll, and Cornwall Connect	800.00								
HOUSING SERVICES									
Building Interior	755.84	**65.00**						65.00	
Building Exterior	258.98	**307.25**	55.81					251.44	
Infrastructure	1,612.72	**3,172.11**	666.42					2,505.70	
Grounds	20.00	**25.00**						25.00	
GLEN STOR DUN LODGE									
Building Requirements - Internal	200.50	**481.60**	151.80					329.80	
Building Requirements - External	160.00	**35.00**		12.60					22.40
Nursing Equipment	330.00	**20.00**		7.20					12.80
Resident Equipment		**20.00**		7.20					12.80
Recreology		**10.00**		3.60					6.40
Kitchen/Laundry Equipment	25.00								
CORNWALL SDG PARAMEDIC SERVICES									
Ambulance Replacement - Three (3) New Ambulances	520.00	**795.00**						795.00	
CPR Devices	80.00	**135.00**						135.00	
Powerload System	80.00	**120.00**						120.00	
Power Cot Replacement	180.00	**105.00**						105.00	
Stair Chair Replacement		**72.00**						72.00	
Public Access Defibrillator Replacement		**20.00**						20.00	
Paramedic Response Units - Addition & Replacement	135.00								
Service Delivery Study	100.00								
Electronic Patient Care (ePCR) Hardware	60.00								
Oxygen Containment for Stretchers	54.00								
Training Manikin	45.00								
FIRE AND EMERGENCY MANAGEMENT SERVICES									
Command Vehicle Replacement									
New Fire Headquarters Furnishings	400.00								
Firefighter Breathing Apparatus	800.00								
Training Centre	1,100.00								
CORNWALL POLICE SERVICES	409.96	**620.80**						400.00	220.80
MUNICIPAL WORKS									
Municipal Works Fleet Renewal Program	1,559.00	**400.00**						400.00	
Tree Canopy Management Program	200.00								
INFRASTRUCTURE PLANNING									
Road Network									
Asphalt Resurfacing on Various City Streets	6,000.00	**5,625.00**	5,291.44				333.56		
Ninth St. East EA - Environmental Assessment - Marlborough to Sydney		**150.00**					150.00		
Marleau Avenue Reconstruction and Widening - Stage 2, Phase 3	5,000.00								
Intersections									
Centretown - Water St. & Montreal Rd Intersections	30.00	**30.00**					30.00		
Structures									
Various Structure Spot Repairs	700.00	**200.00**					200.00		
Small Diameter Culvert Rehabilitation	100.00	**100.00**					100.00		
Active Transportation									
Bicycle infrastructure - Various Locations		**460.00**					460.00		
Sidewalk	360.00	**380.00**					380.00		
Traffic and Lighting									
Traffic Signal Upgrades	300.00	**400.00**					400.00		
Pole Replacement Program	125.00	**125.00**						125.00	
TRANSIT									
Purchase of Four (4) Specialized Buses		**1,300.00**	953.29				346.71		
Universal Washroom Design	250.00	**35.00**	28.00						7.00
Bus Stop Improvements	240.04								
WASTE MANAGEMENT SERVICES									
Leachate Mounding Remediation Plan	100.00	**300.00**						300.00	
Leachate and Gas Collection System Upgrades	150.00								
Alternate Disposal Environmental Compliance Approval (ECA)	100.00								
Landfill-site Asphalt Upgrades	75.00								
Landfill Scale House Upgrades	50.00								

2026 CAPITAL BUDGET SUBMISSION

*Please note all figures are in 000s of dollars

CAPITAL PROJECT DESCRIPTION	$ 2025	$ 2026	EXTERNAL FUNDING			RESERVES and RESERVE FUNDS			Tax Base
			Grants / Other	SDG	Financing	Dev. Charges	CCBF	Reserves	
RECREATION									
Off-Leash Dog Park	120.00								
FACILITIES									
Recreation Facilities									
Civic Complex									
Heating System Design and Installation (incl Aquatic Ctr)		**1,300.00**						1,300.00	
Arena Roof Replacement	1,000.00								
Aquatic Centre									
Dectron Replacement	700.00								
Benson Centre									
Turf Replacement (Fieldhouse)	300.00								
Dehumidification For Pads #2 & #3	200.00								
Outdoor Recreation									
Playground Structure Replacement	150.00	**150.00**					120.00	30.00	
Bicycle Path Repairs	50.00	**50.00**					50.00		
Outdoor Pool Basin Repairs	1,500.00								
Outdoor Bleacher Replacement	40.00								
Parkwood Estates Subdivision Park	300.00								
Optimist Park – Soccer Fields & Fencing Replacement	110.00								
Playground Structure Park of Hope (Rachel's Kids)	50.00								
Municipal Facilities									
Paramedic Station Expansion Design		**250.00**				97.50		152.50	
CORNWALL PUBLIC LIBRARY									
Library Roof		**345.00**						345.00	
Capital	394.00								
TOTAL CAPITAL	**28,380.04**	**17,603.76**	**7,146.76**	**30.60**	**0.00**	**97.50**	**2,570.27**	**7,476.44**	**282.20**

2026 / 10-YEAR CAPITAL FORECAST

CAPITAL FORECAST - FOR THE YEARS 2026 - 2035

CITYWIDE

In thousands$

Capital Expenditures	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Finance	-	-	-	250	160	-	-	-	250	160
Housing	3,569	31,104	3,143	48,416	18,010	10,216	17,162	16,096	16,096	16,096
GSDL	567	436	367	216	803	16	20	15	2,615	56
Paramedics	1,247	2,148	1,680	1,240	1,205	1,533	1,865	1,340	1,063	835
Police	621	-	-	-	-	-	-	-	-	-
Fire	-	750	2,400	-	-	-	7,800	-	-	-
MW	400	2,348	6,005	2,855	2,355	3,105	1,870	1,438	1,767	1,752
Infrastructure	7,470	26,190	20,960	19,885	15,530	18,155	18,250	8,275	8,395	8,420
Transit	1,335	410	350	2,600	750	1,300	1,950	1,950	1,950	1,950
Solid Waste	300	890	620	750	300	350	300	350	300	350
Recreation	-	790	1,250	1,140	2,100	2,245	940	880	1,404	1,130
Facilities	1,750	10,714	14,628	9,348	2,171	8,230	1,843	2,652	2,042	1,477
Library	345	-	-	-	-	-	-	-	-	-
Total General Budget - Capital	**$ 17,603**	**$ 75,779**	**$ 51,403**	**$ 86,700**	**$ 43,384**	**$ 45,150**	**$ 52,000**	**$ 32,996**	**$ 35,882**	**$ 32,226**
Water Purification	2,545	9,450	8,375	8,350	8,050	7,300	6,700	7,700	2,350	910
Water Distribution	2,840	11,150	8,200	3,250	3,300	3,350	3,400	3,450	3,450	3,500
Wastewater Treatment	2,735	3,005	4,200	4,375	3,260	2,665	2,675	1,815	2,615	2,915
Wastewater Collection	1,950	1,975	2,050	2,075	2,125	2,125	2,175	2,175	2,225	2,225
Joint Infrastructures	3,000	3,050	3,050	3,100	3,100	3,150	3,150	3,200	3,200	3,250
Total W&WW Budget - Capital	**$ 13,070**	**$ 28,630**	**$ 25,875**	**$ 21,150**	**$ 19,835**	**$ 18,590**	**$ 18,100**	**$ 18,340**	**$ 13,840**	**$ 12,800**
Total Combined Budgets Capital	**$ 30,673**	**$ 104,409**	**$ 77,278**	**$ 107,850**	**$ 63,219**	**$ 63,740**	**$ 70,100**	**$ 51,336**	**$ 49,722**	**$ 45,026**

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2026 BUDGET SUBMISSION

RESERVES SUMMARY

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2026 SUMMARY OF RESERVES (estimated)
December 31, 2026

Operating Reserves	Opening Balance	Net Transactions	Ending Balance	Target Balance	LTFP Balance at Dec 31/26
Working Reserves	2,845,698	502,181	3,347,879		4,555,303
Tax Stabilization Reserve	300,000	0	300,000		3,000,000
Winter Control Reserve	350,000	0	350,000		300,000
Health and Safety Reserve	76,022	0	76,022		76,022
Municipal Elections Reserve	165,000	(165,000)	0		-
Renaissance Reserve	118,826	0	118,826		88,825
Medical Recruitment Reserve	1,001,205	(96,250)	904,955		226,542
	4,856,751	**240,931**	**5,097,682**	**9,387,548**	**8,246,692**
Capital Reserves					
Equipment and Vehicles Reserve	438,322	751,212	1,189,534		804,166
Recreation Facilities Reserve	1,345,628	274,486	1,620,114		982,379
Municipal Buildings Reserve	1,987,035	(1,282,691)	704,344		5,195,820
Fire Equipment Reserve	52,243	85,000	137,243		109,306
Land Ambulance Reserve	710,482	(452,600)	257,882		184,071
Waste Management Reserve	1,084,267	0	1,084,267		18,160
Land Reserve	2,298,011	0	2,298,011		(30,600)
Community Housing Capital Reserve	5,980,074	(2,462,988)	3,517,086		1,228,440
Community Housing Regeneration Reserve	1,896,649	154,500	2,051,149		N/A
Community Housing Providers Capital Reserve	911,745	0	911,745		N/A
Road Infrastructure Reserve	528,282	216,718	745,000		3,457,051
	17,232,738	**(2,716,363)**	**14,516,375**	**7,693,000**	**11,948,793**
Restricted Reserves (Municipal Funding)					
Water Works Reserve	3,476,271	(547,500)	2,928,771	3,559,189	4,046,198
Wastewater Works Reserve	4,661,785	(849,816)	3,811,969	3,924,167	6,774,466
Brownfields Reserve	1,607,423	35,500	1,642,923	2,000,000	137,926
Landfill Closure and Post Closure Reserve Fund	1,596,227	150,200	1,746,427	17,245,617	427,568
Waterfront Development Fund	240,000	0	240,000	Not Defined	N/A
WSIB - Estimated Future Benefit Costs Reserve	3,639,538	332,500	3,972,038	8,195,900	3,108,880
Municipal Accommodation Tax Reserve	85,066	71,166	156,232	Not Defined	N/A
Downtown Investment Reserve Fund	3,500,000	0	3,500,000	3,500,000	3,513,205
Heart of The City Reserve	357,438	89,316	446,754	200,000	N/A
Progress Fund	26,303,716	120,000	26,423,716	25,000,000	25,354,859
	45,467,464	**(598,634)**	**44,868,830**	**63,624,874**	**43,363,103**
Restricted Reserves (Funded Externally)					
(a targeted reserve balance is not applicable)					
Provincial Gas Tax Reserve (Transit)	78,670	246	78,916		32,747
Canada Community-Building Fund Reserve (Infrastructure)	566,492	124,358	690,850		133,806
Development Charges Reserve	(1,168,497)	501,197	(667,300)		N/A
Parking Reserve Fund	185,325	(187,205)	(1,880)		57,261
Building Surplus Reserve (permits)	3,217,889	(361,489)	2,856,400		106,699
Community Housing Providers Reserve	3,450,426	(134,011)	3,316,415		1,856,371
Employment Assistance Retained Surplus Reserve	266,070	(108,000)	158,070		604,353
Parkland Reserve Fund	286,443	(21,740)	264,703		185,577
	6,882,818	**(186,645)**	**6,696,174**		**2,976,814**
TOTAL RESERVES AND RESERVE FUNDS	**74,439,771**	**(3,260,711)**	**71,179,060**		
Arts and Culture Trust Fund	1,352,784		1,352,784		
Winter Games/Legacy Trust Fund	51,320		51,320		
Curling Club Trust Fund					
TOTAL MONEYS IN TRUST	**1,404,104**	**0**	**702,052**		

2026 RESERVES FORECAST
Est. December 31, 2026

	Opening Balance	Withdrawals	Additions	Closing Balance
OPERATING RESERVES				
Working Reserves	**2,845,698**	**(14,885)**	**517,066**	**3,347,879**
(Committed funds $264,000)				
Repay Eastern Ontario Regional Network - EORN (2020-2026)			54,226	
Repay Canada Day 2023			25,000	
BIA Walkway			155,000	
Repay RFP Truth & Reconciliation Action Plan			23,768	
Repay UOttawa Business Case			33,072	
Repay funding to support the Operating budget			200,000	
Council ITT Requirements for 2026			6,000	
Planning review			20,000	
Municipal Grants - Carry Forward		(14,885)		
Tax Stabilization Reserve	**300,000**	**-**	**-**	**300,000**
Winter Control Reserve	**350,000**	**-**	**-**	**350,000**
Health and Safety Reserve	**76,022**	**-**	**-**	**76,022**
Municipal Elections Reserve	**165,000**	**(165,000)**	**-**	**0**
2026 Election Contribution		(165,000)		
Renaissance Reserve	**118,826**	**-**	**-**	**118,826**
Medical Recruitment Reserve	**1,001,205**	**(96,250)**	**-**	**904,955**
Committed Funds (Medical Scholarships/Recruitment): $715,000				
Budgeted Contribution			-	
Recognized Medical Scholarships		(96,250)		
TOTAL Operating Reserves	**4,856,751**	**(276,135)**	**517,066**	**5,097,682**
CAPITAL RESERVES				
Equipment and Vehicles Reserve	**438,322**	**(793,788)**	**1,545,000**	**1,189,534**
MW Contribution to Reserve			500,000	
Fire Contribution to Reserve			425,000	
Police Contribution to Reserve			300,000	
Transit Contribution to Reserve			270,000	
ITT Contribution to Reserves			50,000	
ITT - Pilot Project MS Azure		(30,000)		
MW Capital Fleet Replacement		(250,000)		
Police Fleet		(242,000)		
Police Equipment		(158,000)		
Fire Pump Replacement LTD (2023-2032)		(113,788)		
Recreation Facilities Reserve	**1,345,628**	**(1,574,883)**	**1,849,369**	**1,620,114**
Benson center contribution			125,000	
Aquatic center contribution			125,000	
Civic Complex contribution			202,369	
Capital - Long-Term Financial Plan			1,397,000	
Heating System Design & Installation (Civic/Aquatic)		(1,300,000)		
2023 Pool Basin LTD ($274,883)		(274,883)		
Municipal Buildings Reserve	**1,987,035**	**(2,959,467)**	**1,676,776**	**704,344**
Contribution from CAO			11,530	
Contribution from HR			40,370	
Contribution from Clerks			26,520	
Contribution from Governement relations			11,530	
Contribution from Legal			11,530	
Contribution from Taxation			13,840	
Contribution from Police Montreal Rd			33,300	
Contribution from Police Justice bldg			82,511	
Contribution from Fire Hall#1			83,130	
Contribution from Fire Hall#2			61,750	
Contribution from Fire Hall#3			188,670	
Contribution from Engineering			46,120	

2026 RESERVES FORECAST
Est. December 31, 2026

	Opening Balance	Withdrawals	Additions	Closing Balance
Contribution from Municipal Works			46,120	
GSDL Contribution			329,800	
Police Contribution			160,000	
Library Contribution			100,000	
EMS HQ - Transfer to Reserves			135,555	
Justice Building Transfer to Reserves			294,500	
Paramedic Station Expansion		(152,500)		
GSDL Internal Building Requirements		(329,800)		
Fire HQ LTD (Budget 2025: $449,701, 2026: $668,950)		(668,950)		
MW Yard (LTD 2024-2042) (Budget 2025: $684,370, 2026: $644,614)		(644,614)		
2020 Municipal Works Yard (LTD 2020-2035) ($391,089)		(391,089)		
2022-2023 Municipal Works Yard (LTD 2023-2043) ($240,597)		(240,597)		
Library HVAC Loan (LTD 2018-2026)		(68,638)		
Justice HVAC loan (LTD 2022-2031)		(118,279)		
Library Roof year-1/2		(345,000)		
Fire Equipment Reserve	**52,243**	**-**	**85,000**	**137,243**
Fire Marque Payments			85,000	
Land Ambulance Reserve	**710,482**	**(1,247,000)**	**794,400**	**257,882**
Transfer Amortization			794,400	
Ambulance Replacement - Three (3) New Ambulances		(795,000)		
CPR Devices		(135,000)		
Powerload System		(120,000)		
Power Cot Replacement		(105,000)		
Stair Chair Replacement		(72,000)		
Public Access Defibrillator Replacement		(20,000)		
Waste Management Reserve	**1,084,267**	**(300,000)**	**300,000**	**1,084,267**
Budgeted Contribution - Waste Diversion			300,000	
Leachate Mounding Remediation Plan		(300,000)		
Land Reserve	**2,298,011**	**-**	**-**	**2,298,011**
Community Housing Capital Reserve	**5,980,074**	**(3,939,437)**	**1,476,449**	**3,517,086**
Non-Profit Capital (B-9654)			175,950	
Morrisburg contribution (B-9654)			17,600	
LHC capital - Legacy (B-9654)			1,039,660	
Appliances New Purchase (B-9654)			15,000	
Massey Commons (B-9654)			21,735	
Transfer to Capital (4%)			64,004	
Interest Earned			142,500	
Building Interior		(65,000)		
Building Exterior		(251,440)		
Infrastructure		(2,505,696)		
Grounds		(25,000)		
10-Year Housing Plan		(100,000)		
550 Lemay LTD (2021-2027) (Budget 2025: $263,810)		(263,810)		
2022 Morrisburg Build (LTD) (Budget 2025: $170,300, 2026: $326,491)		(326,491)		
Ninth Street LTD (Budget 2025: $447,469, 2026: $402,000)		(402,000)		
Community Housing Regeneration Reserve	**1,896,649**	**-**	**154,500**	**2,051,149**
Regeneration (B-9661)			100,000	
Interest Earned			54,500	
Community Housing Providers Capital Reserve	**911,745**	**-**	**-**	**911,745**
Road Infrastructure Reserve	**528,282**	**(533,282)**	**750,000**	**745,000**
Life Cycle Costing as per the City's Long-Term Financial Plan			750,000	
Marleau Project		(33,977)		
Lemay Phase 3 LTD (Budget 2025: $479,051, 2026: $374,305)		(374,305)		
Pole Replacement Capital		(125,000)		
TOTAL Capital Reserves	**17,232,738**	**(11,347,857)**	**8,631,494**	**14,516,375**

2026 RESERVES FORECAST
Est. December 31, 2026

	Opening Balance	Withdrawals	Additions	Closing Balance
RESTRICTED RESERVES (Municipal Funding)				
Water Works Reserve	**3,476,271**	**(6,885,000)**	**6,337,500**	**2,928,771**
Budgeted Contribution			5,740,000	
Second Raw Water Intake			500,000	
Interest Earned			97,500	
Instrumentation Upgrades		(100,000)		
Valve Replacement Programs		(50,000)		
System Improvements		(2,840,000)		
Filter 3&4 Media Replacement		(2,200,000)		
Filter Backwash Pump and Valve Replacement		(120,000)		
First St W Cumberland to Bedford		(700,000)		
First St W Adolphus to Gloucester		(650,000)		
Outfall Engineering Study		(75,000)		
Victoria Ave First St. E to South Limits		(150,000)		
Wastewater Works Reserve	**4,661,785**	**(6,185,000)**	**5,335,184**	**3,811,969**
Budgeted Contribution			5,208,684	
Interest Earned			126,500	
Sewer Network Improvements		(1,175,000)		
Combined Sewer Seperation		(775,000)		
Dewatering Building Odour Control Unit		(1,650,000)		
Septage Receiving Station		(875,000)		
Outfall Engineering Study		(75,000)		
BAF Cell #2 Conversion to Duostyr MBBR		(85,000)		
Obsolete MCC/VFD Replacements		(50,000)		
First St W Cumberland to Bedford		(700,000)		
First St W Adolphus to Gloucester		(650,000)		
Victoria Ave First St. E to South Limits		(150,000)		
Brownfields Reserve	**1,607,423**	**(13,300)**	**48,800**	**1,642,923**
Fund Program expenses		(13,300)		
Interest earned			48,800	
Landfill Closure and Post Closure Reserve Fund	**1,596,227**	**-**	**150,200**	**1,746,427**
Budgeted Contribution			100,000	
Interest Earned			50,200	
Waterfront Development Fund	**240,000**	**-**	**-**	**240,000**
WSIB - Estimated Future Benefit Costs Reserve	**3,639,538**	**-**	**332,500**	**3,972,038**
Budgeted Contribution			220,000	
Interest Earned			112,500	
Municipal Accommodation Tax Reserve	**85,066**	**-**	**71,166**	**156,232**
2026 surplus			71,166	
Downtown Investment Reserve Fund	**3,500,000**	**(95,878)**	**95,878**	**3,500,000**
Interest earned CAHC 1st Mortgage			13,853	
Interest earned CAHC 2nd Mortgage			7,363	
Investment Interest Earned			74,662	
Transfer to HOTC Reserve		(95,878)		
Heart of The City Reserve	**357,438**	**-**	**89,316**	**446,754**
Interest from Downtown investment - CAHC 1st Mortgage			13,853	
Interest from Downtown investment - CAHC 2nd Mortgage			7,363	
Interest from Downtown investment - Investment income			68,100	
Progress Fund	**26,303,716**	**(480,000)**	**600,000**	**26,423,716**
Interest earned from investment			600,000	
Benson Centre Debt Payments		(480,000)		
TOTAL Restricted Reserves (Municipal Funding)	**45,467,464**	**(13,659,178)**	**13,060,544**	**44,868,830**

2026 RESERVES FORECAST
Est. December 31, 2026

	Opening Balance	Withdrawals	Additions	Closing Balance
RESTRICTED RESERVES (Funded Externally)				
Provincial Gas Tax Reserve (Transit)	**78,670**	**(710,000)**	**710,246**	**78,916**
Funds Received			710,246	
Fund Operations		(247,030)		
2015-16 Conventional Buses (Loan 164-31, 2016-2031)		(78,589)		
2017 Conventional Buses (Loan 164-13, 2018-2026)		(72,151)		
2019 Conventional Buses (Loan 164-07, 2021-2026)		(69,221)		
2019 Handi-Transit Buses (Loan 164-26, 2021-2026)		(53,884)		
2022 Conventional Busses (Loan 165-23, 2022-2026)		(109,773)		
2023 Conventional Busses (Loan 165-29, 2023-2026) Partial (Total=$100,983)		(79,352)		
Interest Earned			-	
Canada Community-Building Fund Reserve (Infrastructure)	**566,492**	**(3,028,942)**	**3,153,300**	**690,850**
2026 CCBF Allocation			3,133,860	
Fund Lemay LTD - Phase 4A		(303,672)		
BIA Walkway		(155,000)		
Asphalt Resurfacing - Various		(333,560)		
Ninth Street - Environmental Assessment		(150,000)		
Centretown - Water St. & Montreal Rd Intersections		(30,000)		
Various Structure Spot Repairs		(200,000)		
Small Diameter Culvert Rehabilitation		(100,000)		
Bicycle Infrastructure		(460,000)		
Sidewalk Infrastructure		(380,000)		
Traffic Signal Upgrades		(400,000)		
Playground Structure Replacement		(120,000)		
Transit - 4 Specialized Buses		(346,710)		
Bicycle Path Repairs		(50,000)		
Interest Earned			19,440	
Development Charges Reserve	**(1,168,497)**	**(298,803)**	**800,000**	**(667,300)**
Development Charges Collected			800,000	
Interest Earned			-	
Planning Official Plan Update		(150,000)		
Paramedic Station Design		(97,500)		
Library Operations		(51,303)		
Parking Reserve Fund	**185,325**	**(190,000)**	**2,795**	**(1,880)**
Withdrawal		(190,000)		
Interest Earned			2,795	
Building Surplus Reserve (permits)	**3,217,889**	**(459,298)**	**97,809**	**2,856,400**
Interest Earned			97,809	
Fund Building Services		(459,298)		
Community Housing Providers Reserve	**3,450,426**	**(235,511)**	**101,500**	**3,316,415**
To Housing operations		(235,511)		
Interest Earned			101,500	
Employment Assistance Retained Surplus Reserve	**266,070**	**(108,000)**	**-**	**158,070**
To Ontario Works operations		(108,000)		
Parkland Reserve Fund	**286,443**	**(30,000)**	**8,260**	**264,703**
Playground Structure Replacement		(30,000)	-	
Interest Earned			8,260	
TOTAL Restricted Reserves (Funded Externally)	**6,882,818**	**(5,060,554)**	**4,873,910**	**6,696,174**

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2026 BUDGET SUBMISSION

APPENDIX C: LONG-TERM DEBT

Cornwall
ONTARIO CANADA

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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 buses 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.

		Projected									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Issued Net Debt ($97.76M)	**Not Final**										
Funded by Taxation	63.84	73.12	68.55	65.15	61.61	58.21	55.25	52.19	49.36	46.42	43.55
Funded by Water Billings	1.71	1.42	1.12	0.80	0.46	0.35	0.24	0.12	-	-	-
Funded by Wastewater Billings	14.14	12.52	11.11	9.79	8.42	7.24	6.09	4.96	3.79	2.71	1.59
Funded by Non-taxation Sources	18.08	16.61	15.35	14.46	13.64	12.80	11.98	11.31	11.17	11.02	10.87
Total Issued Net Debt	97.76	103.67	96.13	90.20	84.13	78.60	73.56	68.58	64.32	60.15	56.01
Approved but Unissued Net Debt ($72.79M)											
Funded by Taxation	-	20.66	34.67	33.14	28.92	25.64	22.93	20.32	17.93	15.43	13.24
Funded by Water Billings	-	18.45	17.95	17.42	16.86	16.63	16.39	16.13	15.87	15.59	15.29
Funded by Wastewater Billings	-	5.95	5.41	4.85	4.26	3.99	3.71	3.41	3.10	2.77	2.43
Funded by Non-taxation Sources	-	-	6.44	9.28	8.93	8.55	8.16	7.75	7.32	6.87	6.40
Total Approved Unissued Net Debt	-	45.06	64.47	64.69	58.97	54.82	51.19	47.61	44.21	40.66	37.36
Planned New Net Debt ($144.58M)											
Funded by Taxation	-	-	56.67	63.77	74.97	84.69	83.49	87.83	84.70	82.04	79.27
Funded by Water Billings	-	2.00	8.79	15.12	15.98	16.57	16.87	16.89	14.60	12.21	10.00
Funded by Wastewater Billings	-	-	-	-	-	-	-	-	-	-	-
Funded by Non-taxation Sources	-	-	-	-	7.88	7.80	7.73	23.32	22.80	22.25	21.67
Planned New Debt	-	2.00	65.46	78.90	98.83	109.06	108.09	128.05	122.10	116.50	110.94
Total Net Debt											
Funded by Taxation	63.84	93.77	159.89	162.06	165.50	168.54	161.67	160.34	151.98	143.89	136.06
Funded by Water Billings	1.71	21.87	27.85	33.34	33.30	33.55	33.51	33.15	30.47	27.79	25.29
Funded by Wastewater Billings	14.14	18.47	16.52	14.64	12.68	11.23	9.79	8.37	6.89	5.48	4.01
Funded by Non-taxation Sources	18.08	16.61	21.80	23.75	30.44	29.15	27.87	42.38	41.29	40.14	38.94
Total Net Debt	97.76	150.73	226.06	233.78	241.93	242.48	232.84	244.24	230.63	217.30	204.31

* numbers are in the millions

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

Some of the City's larger projects, including the MW Yard, water meters, housing developments, 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 some of these projects, but until funding is approved, we have included funding from debt financing in the long-term financial plan.

FIR2023: Cornwall C

Asmt Code: 0402
MAH Code: 71101

Schedule 81
ANNUAL DEBT REPAYMENT LIMIT
based on the information reported for the year ended December 31, 2023

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

NOTE: THE ESTIMATED ANNUAL REPAYMENT LIMIT IS EFFECTIVE JANUARY 01, 2025
Please note that fees and revenues for Homes for the Aged are not reflected in this estimate.

		1
	Debt Charges for the Current Year	$
0210	Principal (SLC 74 3099 01).	6,867,139
0220	Interest (SLC 74 3099 02).	1,295,877
0299	**Subtotal**	**8,163,016**
0610	Payments for Long Term Commitments and Liabilities Financed from the Consolidated Statement of Operations (SLC 42 6010 01)	0
9910	**Total Debt Charges**	8,163,016

		1
	Excluded Debt Charges	$
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	**Subtotal**	**0**
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)	495,328
1412	Lump Sum (Balloon) Repayments of Long Term Debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	**Total Debt Charges to be Excluded**	**495,328**
9920	**Net Debt Charges**	**7,667,688**

		1
		$
1610	**Total Revenues** (SLC 10 9910 01)	255,252,271
	Excluded Revenue Amounts	
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 + SLC10 0815 01)	80,419,320
2220	Canada Grants, Including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	3,283,837
2225	Deferred Revenue Earned (Provincial Gas Tax) (SLC 10 0830 01)	0
2226	Deferred Revenue Earned (Canada Gas Tax) (SLC 10 0831 01)	5,470,787
2230	Revenue from Other Municipalities, Including Revenue for Tangible Capital Assets (SLC 10 1099 01 + SLC 10 1098 01)	11,686,490
2240	Gain (Loss) on Sale of Land & Capital Assets (SLC 10 1811 01)	-10,960
2250	Deferred Revenue Earned (Development Charges) (SLC 10 1812 01)	2,283,064
2251	Deferred Revenue Earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	30,000
2256	Deferred Revenue Earned (Community Benefits Charges) (SLC 10 1815 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	791,130
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	**Subtotal**	**103,953,668**
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	
2610	**Net Revenues**	**151,298,603**
2620	**25% of Net Revenues**	**37,824,651**
9930	**ESTIMATED ANNUAL REPAYMENT LIMIT**	**30,156,963**

For Illustration Purposes Only

Annual Interest Rate		Term		
	@		years =	

2026

BUDGET SUBMISSION

STAFFING COMPLEMENT

Cornwall
ONTARIO CANADA

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2025-2026 Employee Comparison

Summary	2025	2026	Transfer	New	Total Chg	Commentary
Mayor	1	**1**	-	-	-	
Council	10	**8**	-	(2)	(2)	
Full Time	706	**673**	-	(33)	(33)	
Part-time Hours	282,372	**283,786**	-	1,414	1,414	
Contract Position	-	**-**	-	-	-	
School Crossing Guards	20	**20**	-	-	-	
Students	3	**2.5**	-	-	(0.5)	
Election Temporary Hours	-	**-**	-	-	-	

General Government	2025	2026	Transfer	New	Total Chg	Commentary
Council						
Mayor	1.00	**1.00**				
Council	10.00	**8.00**		(2.00)	(2.00)	-2 Councillors position, for the next council term
Full Time	0.50	**0.50**				
CAO's Office						
Full Time	**1.50**	**1.50**				
Communications						
Full Time	**2.00**	**2.00**				-1 Manager / +1 Communications Officer (2025)
Legal Services						
Full Time	**5.00**	**7.00**		2.00	2.00	+1 Deputy Clerk (2025) / +1 Legal Clerk (2025)
Human Resources						
Full Time	**12.00**	**11.00**		(1.00)	(1.00)	-1 Manager
Financial Services						
Full Time	**20.00**	**20.00**				
ITT services						
Full Time	**10.00**	**9.00**		(1.00)	(1.00)	-1 IT Supervisor

Shared Services	2025	2026	Transfer	New	Total Chg	Commentary
Human Services						
Full Time	**99.00**	**92.00**		(7.00)	(7.00)	-5 Case Managers / -1 Eligibility Officer / -1 Admin support / -1 Finance Support / +1 Housing Coordinator
Glen-Stor-Dun Lodge						
Full Time	**149.00**	**133.00**		(16.00)	(16.00)	Realigning lines (movement of staff to the new schedule). No net job loss.
Part-time Hours	**136,468**	**144,333**		7,865	7,865	
Paramedic Services						
Full Time	**121.00**	**120.50**		(0.50)	(0.50)	-1 Logistics Supervisor / +0.5 Paramedic (2025)
Part-time Hours	**61,160**	**62,044**		884	884	

Protective Services	2025	2026	Transfer	New	Total Chg	Commentary
Fire Services						
Full Time	**67.00**	**66.00**		(1.00)	(1.00)	-1 Fire Prevention Officer

Infrastructure and Municipal Works	2025	2026	Transfer	New	Total Chg	Commentary
Municipal Works Division						
Municipal Works Administration						
Full Time	**8.00**	**7.00**		(1.00)	(1.00)	-1 Admin support (2025)
Part-time Hours	**1,150**	**1,150**				
Parks and Landscaping						
Full Time	**17.00**	**17.00**				
Part-time Hours	**3,308**	**1,312**	(1,780)	(216.00)	(1,996)	Transfer to Roads and elimination
Garage						
Full Time	**5.00**	**4.00**		(1.00)	(1.00)	-1 Fleet Coordinator (2025)
Roads Division						
Roads Summer						
Full Time	**10.00**	**10.00**				
Part-time Hours	**310.00**	**1,200.00**	890		890	Transfer from Parks and Landscaping
Roads Winter						
Full Time	**10.00**	**10.00**				
Part-time Hours	**310.00**	**1,200.00**	890		890	Transfer from Parks and Landscaping
Transit Division						
Transit Operations						
Full Time	**37.00**	**35.00**		(2.00)	(2.00)	-2 Bus operators (2025)
Part-time Hours	**13,936**	**10,141**		(3,795)	(3,795)	Elimination of part-time hours (2025)
Transit Maintenance						
Full Time	**13.50**	**14.50**		1.00	1.00	+1 Mechanic (2025)
Infrastructure Planning Division						
Engineering						
Full Time	**13.50**	**13.50**				
Students	**3.00**	**2.50**				-0.5 Reduction in number of summer students (hours)
Traffic Control						
Full Time	**3.00**	**3.00**				
School Crossing Guards	**20.00**	**20.00**				
Environmental Services Division						
Full Time	**7.50**	**7.00**		(0.50)	(0.50)	-1 Manager / -1 Transfer to Water/Wastewater

Planning, Development & Recreation	2025	2026	Transfer	New	Total Chg	Commentary
Economic Development						
Full Time	**7.50**	**7.00**		(0.50)	(0.50)	-0.5 Marina/Tourism Coordinator (2025)
Planning Services						
Full Time	**6.00**	**6.00**				
Building Services						
Full Time	**13.00**	**10.00**		(3.00)	(3.00)	-1 GM / -1 Deputy CBO / -1 Supervisor (2025)
By-Law Services and Parking Program						
Full Time	**10.50**	**9.50**		(1.00)	(1.00)	-1 Admin Support (2025)
Recreation Services						
Full Time	**18.50**	**18.50**				+1 Arts Supervisor / +0.5 Arts Coordinator / -1 Admin / -0.5 Marina/Tourism Coordinator (2025)
Part-time Hours	**45,579**	**42,587**		(2,992)	(2,992)	Addition of part-time hours for Cline House and Arts Center / Removed part-time hours for students
City Facilities						
Recreation Facilities						
Full Time	**28.00**	**28.00**				
Part-time Hours	**17,761**	**17,429**		(332.00)	(332)	Elimination of part-time hours
Municipal Facilities						
Full Time	**10.50**	**10.50**				
Part-time Hours	**2,390**	**2,390**				

Note: This comparison excludes Cornwall Police Services

2026 BUDGET SUBMISSION

BUDGET CHANGES

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List of Changes to the 2026 Budget

This appendix provides a comprehensive list of all revisions made to the 2026 Budget Submission following initial preparation and subsequent review stages. It outlines adjustments to revenue projections, expenditure allocations, and funding changes, as well as any technical corrections. These changes reflect the City's commitment to being a responsible and sustainable community, balancing fiscal prudence with the need to maintain essential services and invest in long-term priorities. In keeping with the Mayor's direction, the updates aim to set fair and realistic tax rates that support affordability for residents while ensuring the financial stability of municipal services. The intent of this list is to provide transparency and clarity in the process.

2025 Average Taxes	2026 Average Taxes	% Change	2026 Tax Levy $	2026 Tax Levy % change
$3,104.93	$3,104.93	$0.00	$113,555,102	16.97%

2026 Budget Levy Increase		**16,018,947**
Decreases to Contribution to Reserves		($2,017,999)
NON-DEPARTMENTAL - Reduce Payback of $800K to $200K (payback over 4 years)	($600,000)	
NON-DEPARTMENTAL - Remove Brownfields $400K to $0	($400,000)	
NON-DEPARTMENTAL - Reduce Lifecycle Costing from $1,000,000 to $750,000	($250,000)	
NON-DEPARTMENTAL - To offset Investment Income Reduction	($172,799)	
ITT - Equipment from $70,000 to $50,000	($20,000)	
FINANCE - Remove contribution to reserve (payback)	($50,000)	
GSDL - Reduce contribution for Building (Capital)	($70,200)	
WASTE - Decrease Landfill Closure/Post Closure contribution	($300,000)	
OUTSIDE AGENCIES - Remove payback for BIA Laneway and fund project through CCBF in 2025	($155,000)	
Fund Long-Term Debt from Reserves/CCBF		($3,890,411)
INFRASTRUCTURE - use the CCBF to fund the debt payments for Lemay	($303,672)	
MUNICIPAL WORKS - fund debt servicing with reserves, as follows: - 2020 Municipal Works Yard ($391,089) - 2022-2023 Municipal Works Yard ($240,597) - 2024 Municipal Works Yard ($644,614)	($1,276,300)	
FACILITIES - fund debt servicing with reserves, as follows: - Fire HQ ($668,950) - 2023 Pool Basin ($274,883)	($943,833)	
INFRASTRUCTURE - fund debt servicing with reserves, as follows: - Lemay Phase 3 ($374,305)	($374,305)	
HUMAN SERVICES - fund debt servicing with reserves, as follows: - 550 Lemay ($263,810) - Morrisburg Build ($326,491) - 550 Ninth Street ($402,000)	($992,301)	

List of Changes to the 2026 Budget

Remove/Defer LTD (Debt payments)		($1,353,005)
FACILITIES - Civic Complex Floor Dehumidifier - defer borrowing to 2027	($591,498)	
FACILITIES - Complex Roof & Fire Training Centre - increase amortization period	($259,236)	
FIRE - Breathing Apparatus - increase amortization period	($106,597)	
TRANSIT - Transit Garage - increase LTD amortization period	($98,783)	
MUNICIPAL WORKS - update interest on LTD (MW Yard)	$5,589	
WASTE - Transfer Station - defer borrowing to 2027	($302,479)	
Contributions from Reserves		($533,511)
PARKING - Contribution from Reserves from the Parking Reserve	($190,000)	
HUMAN SERVICES - Contribution from Reserves From $0 to $236,000 (Housing)	($235,511)	
HUMAN SERVICES - Contribution from Reserves From $0 to $108,000 (OW)	($108,000)	
Defer Capital		($1,674,624)
HR - ITT-Sourced Hardware Workforce management software, defer to 2027	($100,000)	
GSDL - Nurse Call Bell System (multi-year project) and Domestic Water Heaters	($626,624)	
TRANSIT - Universal Washrooms - defer capital to 2027	($143,000)	
RECREATION - Pointe Maligne & Waterfront Trail Improvements	($750,000)	
FACILITIES - Outdoor Bleacher Replacement - defer to 2027	($55,000)	
Revenue Increases/Decreases		$597,066
CLERK - Marriage Ceremonies increase revenue from $15K to $25K	($10,000)	
CLERK - Marriage Licences increase revenue from $32K to $45K	($13,000)	
CLERK - Licences increase expense from $0 to $15K	$15,000	
HUMAN SERVICES - reduce revenue from Grants	$52,922	
HUMAN SERVICES - reduction in SDG Revenue	$307,139	
FINANCE - MAT Admin revenue	$60,000	
FINANCE - Cost-Sharing Recovery Tourism Admin fee to Finance	($35,611)	
FINANCE - Admin Fees Reverse Tourism Admin fee to Finance	$35,611	
NON-DEPARTMENTAL - Investment income	$168,340	
NON-DEPARTMENTAL - Duplicated Tax revenue	$30,000	
POLICE - increase revenues (WSIB recoveries and secondment recovery)	($42,525)	
GSDL - reduction in SDG revenue	$49,039	
PARAMEDICS - Government funding Increase from 5% to 6% YoY	($105,215)	
PARAMEDICS - reduction in SDG revenue	$277,913	
TRANSIT - Reg. Passenger Revenue reduction	$49,000	
INFRASTRUCTURE - Construction Mgmt Increase (internal revenue)	($57,825)	
WASTE - Tipping Fees increase budget	($250,000)	
ECONOMIC DEV - Government Transfers - SDG CBEC	($15,000)	
ECONOMIC DEV - MAT revenue - reduce deferred MAT	$13,688	

List of Changes to the 2026 Budget

BYLAW - Violations increase budget form $25K to $30K	($5,000)	
BUILDING - Building Permits (Deferred) Building Act reserve to balance job	$42,100	
PARKING - Misc. Fees/Charges - increase from $0 to $1,500 (card fees)	($1,500)	
FACILITIES - reduce Progress Fund revenue	$31,990	
Changes made to Salaries and Benefits		($1,487,782)
HR - Business Partner to HR Generalist	($26,717)	
HR -March 1, 2026, HR Manager to GM	($131,236)	
LEGAL - Add 1FTE - Legal Clerk	$109,756	
LEGAL - Car Allowance decrease from $3,600 to $1,800	($1,800)	
FINANCE - correct salary planning	$43,000	
ITT - remove ITT supervisor	($136,291)	
ITT - Car Allowance - budget from $0 to $1,800	$1,800	
MUNICIPAL WORKS - correct salary planning	$22,906	
MUNICIPAL WORKS - remove Fleet Coordinator	($140,575)	
MUNICIPAL WORKS - remove MW Analyst	($79,011)	
HUMAN SERVICES - remove positions (x2)	($122,280)	
PARAMEDICS - remove logistics supervisor	($116,752)	
TRANSIT - correct salary planning	$100,837	
FIRE - reduce OT by 50%	($250,000)	
FIRE - shared Fire Prevention Officer (SDG)	($87,614)	
GSDL - correct salary planning	($1,124)	
TRANSIT - Express Route	($173,618)	
TRANSIT - Express Route and part-time hours	($100,413)	
INFRASTRUCTURE - reallocate IP FTEs (x2) to Water/Wastewater	($113,756)	
WASTE - redistribute (Waste/Water/Wastewater)	($123,996)	
ECONOMIC DEV - remove Coordinator Marina/Events	($46,680)	
BYLAW - elimination of GM position	$40,812	
PARKING - elimination of GM position	$40,812	
RECREATION - remove Coordinator Marina/Events	($72,250)	
RECREATION - Non-replacement 0.75FTE	($61,957)	
RECREATION - reduce summer student cost by ~10%	($31,635)	
RECREATION - reduce part-time hours	($29,999)	
Training/Conferences and Travel		($82,350)
CAO - mileage, increase from: $0 to $500	$500	
HR - conferences & travel expenses	($7,000)	
HR - Mileage	($500)	
ITT - add ITT training	$10,050	
FIRE - staff training/education	$11,500	
PARAMEDICS - reduce training budget	($90,000)	

List of Changes to the 2026 Budget

ECONOMIC DEV - conferences & travel expenses	($2,000)	
ECONOMIC DEV - staff training/education	($1,100)	
PLANNING - conferences & travel expenses	($1,700)	
PLANNING - staff training/education	($1,500)	
BUILDING - conferences & travel expenses	($600)	
Trades, Hired Equipment, Contracted Services		($323,748)
LEGAL - Other Services - decrease from $3,600 to $1,500	($2,100)	
HR - Consulting	($8,000)	
FINANCE - Adjuster, Legal Reduce from $40,000 to $20,000	($20,000)	
NON-DEPARTMENTAL - Special Projects	$60,000	
HUMAN SERVICES - various	$59,852	
FIRE - Contracted Services Decrease budget from $11.5K to $0K	($11,500)	
MUNICIPAL WORKS - Grass Cutting Parks Decrease from $490,000 to $460,000	($30,000)	
TRANSIT - Other Professional Services Reduce cost from $13K to $10K	($3,000)	
TRANSIT - Contracted Services Reduce budget for Taxis from $20K to $15K	($5,000)	
ECONOMIC DEV - Contracted Services	($4,500)	
ECONOMIC DEV - Special Projects Strategic Plan	($50,000)	
BUILDING - Contracted Services - remove Scanning and Reno	($85,000)	
BUILDING - Contracted Services - add Permit Review	$50,000	
PARKING - Contracted Services, decrease from $18k to $0	($18,000)	
RECREATION - Contracted Services Security	($150,000)	
FACILITIES - Trades Services - reduce	($60,000)	
FACILITIES - Contracted Services - reduce	($90,000)	
OUTSIDE AGENCIES - TSF RRCA, increase from $585,218 to $628,736	$43,500	
Changes in Purchase of Goods		($206,331)
CAO - Food Provisions - increase from: $2,500 to $3,500	$1,000	
CAO - Stationery Supplies - decrease budget from $800 to $400	($400)	
CAO - Furnishings - decrease from $750 to $0	($750)	
LEGAL - Food Provisions	($1,500)	
LEGAL - Stationery Supplies, decrease from $$2,000 to 1,000	($1,000)	
LEGAL - Office Equipment, decrease from $3,000 to $500	($2,500)	
LEGAL - Postage/Shipping, decrease from $1,000 to $500	($500)	
CLERK - Stationery Supplies, decrease from $6,000 to $4,000	($100)	
CLERK - Office Equipment, decrease from $4,000 to $2,000	($2,000)	
CLERK - Furnishings, decrease from $1000 to $500	($500)	
HR - Stationery Supplies	($500)	
HR - Medical Services	($5,000)	
HR - Food Provisions	($1,500)	
FINANCE - Stationery Supplies	($8,000)	

List of Changes to the 2026 Budget

FINANCE - Stationery Supplies	($885)	
ITT - Replacement Equipment, decrease from $15,000 to $10,000	($5,000)	
FIRE - Replacement Equipment, decrease from $30K to $15K (bunker gear)	($15,000)	
FIRE - Replacement Equipment, decrease from $20K to $10K (Firefighting PPE)	($10,000)	
FIRE - Replacement Equipment, decrease from $6K to $4K (Fire rescue suits)	($2,000)	
FIRE - Replacement Equipment, decrease budget from $40K to $35K	($5,000)	
MUNICIPAL WORKS - Water was duplicated at the header level	($12,500)	
ROADS - Asphalt Summer control	($12,000)	
ROADS - Salt Decrease budget from $808K to $765K	($43,000)	
TRANSIT - Parts & Accessories Reduce parts and accessories	($40,000)	
TRANSIT - Safety Boots / Protective Equipment per CA	$1,104	
WASTE - Replacement Equipment From $35,000 to $21,000	($14,000)	
PARKING - Licences Decrease from $15K to $0	($15,000)	
PLANNING - Stationery Supplies	($1,000)	
PLANNING - Office Equipment	($500)	
BUILDING - Stationery Supplies	($4,000)	
BUILDING - Supplies	($700)	
BUILDING - Furnishings	($3,600)	
Memberships, Subscriptions, Books, and Magazines		($10,935)
COUNCIL - Memberships Municipal Information Network	($1,500)	
LEGAL - Books, Magazines Decrease from $21,500 to $15,000	($6,500)	
ITT - Memberships Decrease from $2,105 to $1,770	($335)	
BUILDING - Books, Magazines	($2,600)	
Change in Fuel Costs		($237,250)
TRANSIT - Fuel - Gasoline and Diesel Reduce 450 litres to 430 litres at $1.25/litre	($27,000)	
TRANSIT - Fuel - Gasoline and Diesel Fuel (425k Liters x $1.25) - new amount: $531,250	($49,250)	
MUNICIPAL WORKS - Fuel - Gasoline and Diesel From $511,000 to $420,000	($91,000)	
PARAMEDICS - Fuel - Gasoline and Diesel Decrease budget from $560K to $490K - SDG share	($70,000)	
Changes to IT Hardware/Software		($91,885)
HR - Software - remove HRIS Implementation defer to 2027	($25,000)	
HR - Software - remove Disability Management Software	($25,000)	
ITT - Contribution from Reserves, include $45K ($15K Firewall, $30K Pilot Project - MS Azure)	($45,000)	
ITT - Fire Wall -decrease from $45,000 to $30,000	($15,000)	
ITT - Fire Wall - completed in 2025	$15,000	
ITT - Other User Fees Dynamics Licencing, decrease budget from $229K to $179K	($50,000)	

List of Changes to the 2026 Budget

ITT - Computer Hardware Decrease from $15,000 to $10,000	($5,000)		
ITT - Department Software Mtce Fees Decrease from $9,180 to $0(Velocity EHS)	($9,180)		
ITT - Department Software Mtce Fees From $480 to $0 (Copilot license)	($480)		
ITT - Software Add copilot licensing	$40,000		
ITT - Internal Correct Direct Recoveries	$8,375		
PARKING - Connectivity Services Increase from $0 to $15K	$15,000		
BUILDING - ITT-Sourced Hardware BlueBeam licenses	$4,400		
Changes to Public Relations/Advertising		($54,700)	
CAO - Public Relations (City) decrease budget from $1,200 to $200	($1,000)		
COMMUNICATIONS - Meetings from $3,000 to $2,000	($1,000)		
COMMUNICATIONS - Public Relations (City) From $5,500 to $4,000	($1,500)		
COMMUNICATIONS - Translation costs from $9,700 to $6,500	($3,200)		3200
CLERK - General Advertising Decrease from $500 to $0	($500)		
HR - General Advertising	($3,500)		
ECONOMIC DEV - General Advertising	($31,000)		
ECONOMIC DEV - General Advertising Reduce advertising	($19,000)		
PARKING - Public Education Increase budget from $0 to $4,000	$4,000		
BYLAW - Public Education Increase budget from $0 to $2,000	$2,000		
Changes to the Elections Budget		$64,980	
ELECTIONS - Salaries and benefits Increase from $0 to $72,600 (election workers and part-time staff)	$72,600		
ELECTIONS - Food Provisions Increase from $500 to $2,000	$1,500		
ELECTIONS - Public Relations (City) Decrease from $9,000 to $5,000	($4,000)		
ELECTIONS - Mileage Increase from $0 to $500	$500		
ELECTIONS - Postage/Shipping Increase from $0 to $43,000	$43,000		
ELECTIONS - Lease Agreements Decrease from $3,000 to $1,000	($2,000)		
ELECTIONS - Cell Phone Plans Increase from $0 to $1,000	$1,000		
ELECTIONS - Cell Phone Hardware Increase from $0 to $500	$500		
ELECTIONS - Contracted Services Decrease from $173,200 to $108,650	($64,550)		
ELECTIONS - IT Software's & Hardware Increase from $3,570 to $20,000	$16,430		
Internal Charges		$299,708	
BUILDING - Removed cost-sharing with IP	$134,148		
INTERNAL - Corporate costs	$165,560		
Budget Book to the Mayor		**5,016,171**	
POLICE - Police Court revenue - Received Notice		($109,673)	
OMPF - Received Notice		($157,300)	
911 increase -Police/Fire/EMS		$6,265	
COUNCIL - Change in Council (-2 in Dec 2026)		($21,370)	

2025 Average Taxes	***2026 Average Taxes***	***% Change***	***2026 Tax Levy $***	***2026 Tax Levy % change***
$3,104.93	$3,267.80	$162.87	$102,552,326	5.31%

List of Changes to the 2026 Budget

COUNCIL - Integrity Commissioner (increase)	$23,000
Transit - Software	($7,100)
POA Actual v. Estimate	$157,300
POLICE - Benefits Renewal	($53,755)
Airport Transfer Payment	$110,126
Changes to the Budget Book After Submitting it to the Mayor	**4,963,664**
Community Agencies - grant funding	$70,000
Transfers - Funding to Centre 105	$50,000
Multiple Depts - Car Allowances	($22,044)
Communications - Sports Energy Advertising	($5,700)
Finance - Stationary	($1,500)
Ontario Works - Stationary	($5,000)
Housing - Dumpster services	($8,497)
GSDL- Stationary	($5,000)
Paramedic Services - Stationary	($2,000)
Shared-services revenue reduction (Ministry & SDG)	$10,226
MW - Stationary	($2,000)
MW - Dumpster services	($2,000)
Transit - Dumpster services	($6,000)
Transit - GO FM Advertising	($2,000)
Infrastructure - Stationary	($1,000)
Economic Development - Food Provisions	($1,200)
Economic Development - ICSC Show	($2,600)
Economic Development - OEMC Friend Sponsorship (net, $500 EC, $1,500 Tourism)	($500)
Cline House - YAC membership	($300)
Facilities - Fire#2 & #3 - Dumpster services	($2,000)
With Changes from the Mayor	**5,024,549**

2025 Average Taxes	***2026 Average Taxes***	***% Change***	***2026 Tax Levy $***	***2026 Tax Levy % change***
$3,104.93	$3,265.97	$161.04	$102,499,819	5.19%

2025 Average Taxes	***2026 Average Taxes***	***% Change***	***2026 Tax Levy $***	***2026 Tax Levy % change***
$3,104.93	$3,268.09	$163.16	$102,560,704	5.25%

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2026

BUDGET SUBMISSION

REQUESTS FOR FUNDING THROUGH THE MAYOR'S OFFICE

Cornwall
ONTARIO CANADA

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Request for Funding or In-Kind Services through the Mayor's Office

As part of the City of Cornwall's 2026 municipal budget process, non-profit organizations seeking financial or in-kind support were invited to submit a formal request for funding to the Mayor's Office.

The Mayor's municipal funding program for non-profit organizations was structured to provide financial and in-kind support through a dedicated intake. Staff were involved in developing the application criteria and ensuring the process was clearly communicated to applicants. Application review and decision-making authority rested solely with the Mayor.

Applicants were asked to clearly outline their organization's mission, the initiative for which support is being requested, and the anticipated benefits to the residents of Cornwall.

This application program was intended only for requests that did not meet the criteria or guidelines of the Municipal Grants Program. Applications would not be considered under both programs.

The application was accessible in both official languages and promoted through the City's communication channels. The intake period spanned two weeks in September 2025.

Applicants were asked to answer the following questions and submit the application for review.

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1. **Introduction:**

Briefly introduce your organization and its mission, explaining what you do and the issue(s) you are addressing.

2. **Project / Initiative Description:**

Clearly describe the specific project or initiative for which you are requesting funding or in-kind support for.

3. **Financial Request:**

State the exact amount of funding or in-kind services you need and explain precisely how the funds will be used. Note the other sources of funding that have been or will be received, requested, or applied for to support this initiative.

4. **Community Impact:**

Emphasize how the funding will positively impact the community and align with the City's Strategic Plan, strategic priorities, and community objectives.

5. **Direct Benefits:**

Describe who will directly benefit from this initiative. Describe the positive impact on local residents that your project or initiative will have. Community benefits might include (but are not limited to):

- Enhanced Quality of Life
- Environmental Sustainability

- Equity, Culture and Belonging
- Truth and Reconciliation
- Health and Wellness
- Educational Opportunities
- Inclusivity and Accessibility

6. **Targets and Measuring Outcomes:**

What are the expected targets and outcomes of this initiative? Indicate how you plan to measure the success of your project and/or event.

7. **Success Stories:**

Include compelling stories or statistics that demonstrate your organization's past successes and effectiveness.

8. **Contact Information:**

Provide your organization's contact details so the Mayor's Office can follow up if there are any questions.

The Mayor’s Office received 28 applications, one email (from an applicant that had trouble filling in the application), and one direct letter.

At the end of the program intake period, the applications were submitted to the Mayor for review and consideration.

Mayor Towndale reviewed the applications and approved three, as follows:

Festival International Afro Diversité de Cornwall SDG	5,000
Your Arts Council Cornwall & the Counties	30,000
Diversity Cornwall	35,000
	70,000

The Mayor waived fees for the Kinette Club of Cornwall for their Annual Princess Ball.

A separate request for funding was submitted to the Mayor by Centre 105 Cornwall. Centre 105 requested a three-year municipal investment of $75,000 per year, for a total of $225,000. The funds would support the salary of a full-time Social Services Worker ($60,000) and a part-time administrative assistant ($15,000) to enhance overall efficiency, support accountability, and ensure that the Social Services Worker and other staff can devote more time to participant care. Mayor Towndale approved $50,000 to be included in the 2026 budget.

In total, $120,000 was included in the 2026 budget. The following table summarizes all requests, funding decisions, and notes from the Mayor’s Office.

Organization Name	Short Description	Funding	In-Kind	Approved
Centre 105	Centre 105 is requesting $10,000 in funding, for our Ready To Eat Meal Program.	10,000		-
Razi Wrestling Club	We welcome both financial and in-kind support, such as reduced facility rental or donated equipment, which would help sustain the initiative long-term. We are also exploring other community partnerships and additional grants to diversify support and ensure stability.	10,000		-
Festival International Afro et Diversite de Cornwall SDG	We are requesting $10,000 in funding and in-kind services to support the 2026 Afro Diversity Festival (July 10–12, Cornwall).	10,000		5,000
Your Arts Council, Cornwall & the Counties	We are seeking $35,000 (events).	35,000		30,000
J W MacIntosh Community Support Services	We are requesting $10,000 in funding and/or in-kind support to expand our Adult Day Program, Respite Services, ALS Support Program, and Senior Housing.	10,000		-
Two Strong Christian Boys That Can Move Heavy Things	No Other Funding has been asked for from any other programs, Any amount that can be provided will be appreciated and go to good use			-
Kinette Club of Cornwall	Waived fees for the Annual Princess Ball.		waive fees	yes
Seaway Valley Spartans	Funding to expand inclusive sports programs for youth with disabilities	29,940		-
Diversity Cornwall	The total cost of rent at the office location at 167 Pitt Street for one year, as well as 50% of the salary for a full time executive director for the organization.	45,000		35,000
Social Development Council SDGCA	Operations. Request from Counties Council $36,000	54,000		-
Seaway Valley Soccer Club	To support the purchase and installation of four permanent 7v7 soccer goals at the SVSC Fields.	10,000		-
Initiative Bonnes Actions	Grand Bizarre	3,915		-
Friends of the Summerstown Trails	The purchase of a skidoo.	5,000		-

Organization Name	Short Description	Funding	In-Kind	Approved
Cornwall Islamic Foundation	Support for two interconnected initiatives that address family wellbeing, mental health awareness, and community inclusion in Cornwall	10,000		-
Victim Services SDG&A	To support the installation of vital security infrastructure at our new shared facility with Koala Place.	10,000		Refer to CIP
Koala Place Child & Youth Advocacy Centre	To support the installation and first-year service fees for Axon cameras and secure software.	10,000		Refer to CIP
Cornwall Rowing Club	To expand capacity and community reach.	3,000		-
Ontario SPCA's Stormont, Dundas & Glengarry Animal Centre	Build and Equip an animal shelterCity of Cornwall's support of $400,000, payable in five annual installments of $80,000 starting in 2026 or 2027.	80,000		Refer to CIP
The Hub for Beyond 21 Foundation	Towards the expansion costs.	50,000		Refer to CIP
The Ghost Walk for Charity	Permanent build at the Cornwall Square.	80,000		Refer to CIP
Cornwall Muslim Community Hub (a project of Peace Initiatives)	To fund camp site	2,500		-
MINISTERES AVANCE POUR LES NATIONS (APN)	Cornwall Family in Celebration event	10,000		-
Association Agoua Éduc	To support elementary school students, particularly newcomers and those experiencing learning difficulties, to promote their academic success and community integration.	10,200		-
Kay Créole d'Entraide et de Services Professionnels (KCESP)	To support a French-language podcast titled Dimensions.	6,000		-
Communauté Francophone Accueillante, CFA-ACFOSDG	To educate and raise awareness among Francophone newcomers about the connections to Indigenous peoples and cultures.	10,000		-
Actions BwaBôChèt	Podcast for the 50th Franco Celebration – Young Builders of Better Living Together – Cornwall	10,000		-

Organization Name	Short Description	Funding	In-Kind	Approved
Donner du Sourire par un Geste	Support to implement the “Smooth School Year” program	8,000		-
Regroupement des Professionnels Nés ou Formés à l'Etranger (RPNFE-AFBTP)	To install a mobile laboratory	9,500		-

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2026 BUDGET SUBMISSION

SURVEY RESPONSE

Cornwall
ONTARIO CANADA

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2026 Budget Survey & Student Engagement Report

Introduction

As part of the City of Cornwall's ongoing commitment to transparent and inclusive budget planning, the 2026 Budget Survey was launched to gather meaningful input from residents, businesses, and students across the City. The survey was aligned with Council's Strategic Plan to ensure that community feedback directly informs the City's long-term vision and priorities.

To maximize participation and ensure a broad cross-section of voices, the survey was promoted through a variety of channels, including a media release, social media, radio ads, the City's website, direct outreach to high schools, and an incentive for participants that included a chance to win a pizza supper for four.

This report summarizes the key findings from both the general community survey and the student survey, and presents the main themes, priorities, and recommendations that emerged from the responses. The results are intended to inform Council's deliberations and help ensure that the 2026 municipal budget reflects the priorities, needs, and values of the Cornwall community.

Responses from both the general community and student surveys follow this report.

Survey Participation

- General Community Survey: 406 responses were received from residents and business owners.
- Student Survey: 73 student surveys were received, providing a youth perspective on City services and budget priorities.

Survey Questions

General Community Survey Questions

1. What do you believe is the biggest barrier to housing development in the City of Cornwall?
2. Are there services or supports the City should invest in that you feel would make housing more available?
3. In Canada, housing is considered "affordable" if it costs less than 30% of a household's before-tax income. It also includes all forms of housing: rental, ownership and co-operative ownership, as well as temporary and permanent housing. How important is it for the City of Cornwall to invest in affordable housing?
4. How satisfied are you with the City's efforts to foster community engagement and inclusivity?
5. What community programs or services are most important to you?

6. What would help you feel more connected to your community?
7. How important is it to you that the City invests in climate action and sustainability?
8. Which environmental initiatives should be prioritized?
9. What areas should the City focus on to prepare for future growth?
10. Which priorities do you believe require the most attention from elected officials and City Administration in 2026?
11. Based on the current economic situation, do you think it's more important that the City reduce taxes for citizens and businesses (through service reductions) or focus on investing in and expanding services to stimulate economic growth and support business development, even if it requires increased spending and taxes?
12. What is the single most important issue you believe the City should address in the 2026 budget?
13. Are you a resident or business owner in the City of Cornwall?

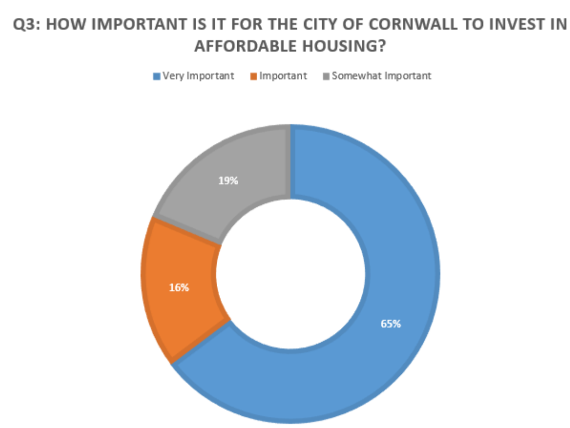
Student Survey Questions

1. Which City services or features have the biggest impact on your life as a student?
2. If the City needed to save money, what should it spend less on?
3. How do you usually find out about City events, services, or opportunities?
4. Do you have any other ideas to make Cornwall a better place for youth?

Key Findings: General Community Survey

1. Housing for All

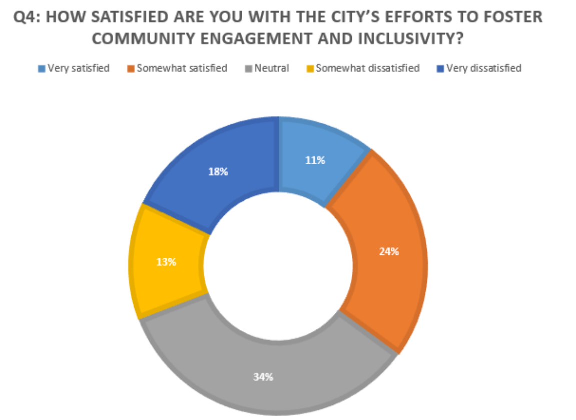
- Top Priority: 65% of respondents said it is "Very Important" for the City to invest in affordable housing, with another 16% rating it as "Important." Only 19% rated it as "Somewhat Important" or less.
- Barriers Identified: The most frequently cited barriers to housing development were high costs (land, materials, and permits), "red tape" and regulatory delays, lack of affordable options, and insufficient support for low-income residents.



- Suggested Solutions: Respondents called for streamlined permitting, more geared-to-income housing, partnerships with non-profits, and incentives for affordable development.

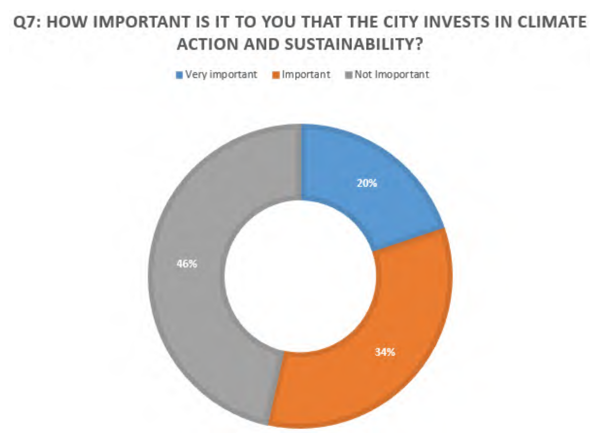
2. Community Connections

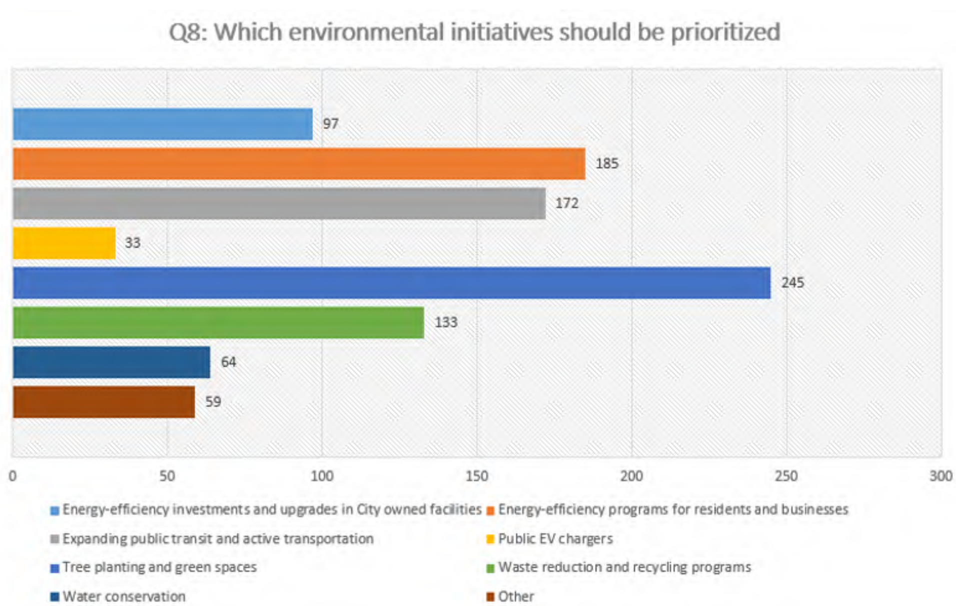
- Satisfaction with Engagement: Only 11% of respondents are "Very Satisfied" with the City's efforts to foster community engagement and inclusivity, while 34% are "Neutral" and 24% are "Somewhat Dissatisfied." This suggests room for improvement in outreach and communication.
- Most Important Programs: Recreation and sports, youth programs, senior services, and community events were consistently ranked as top priorities.



3. Achieve Net-Zero by 2050 - Climate Action and Sustainability

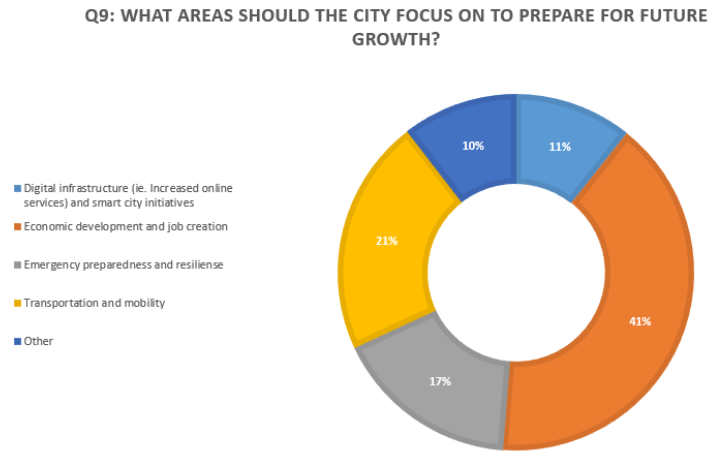
- Mixed Support: 20% of respondents said it is "Very Important" for the City to invest in climate action, 34% said "Important," and 46% said "Not Important."
- Top Environmental Initiatives: The most supported initiatives were tree planting and green spaces, expanding public transit and active transportation, and energy-efficiency programs for residents and businesses.





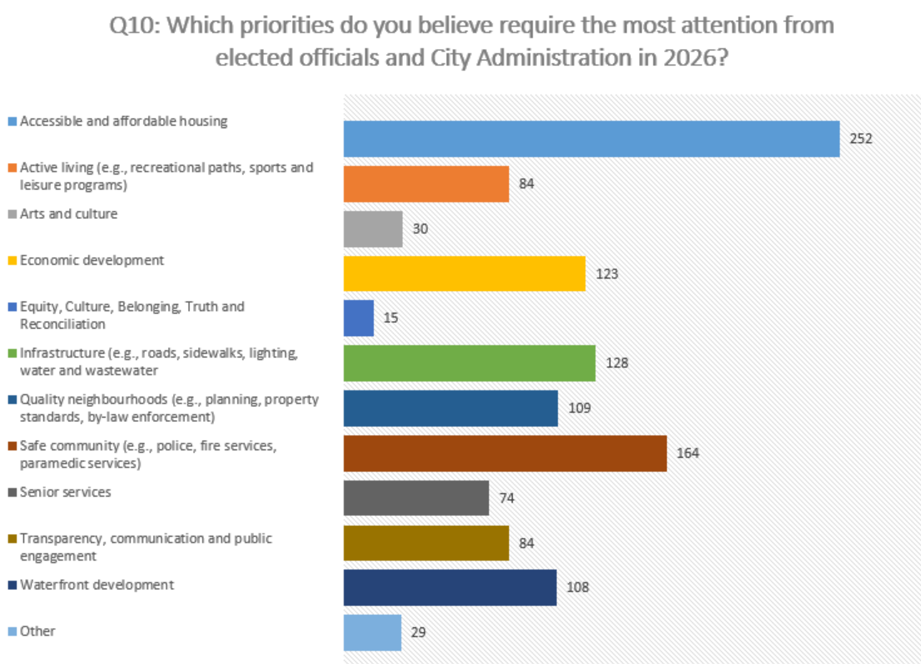
4. Cornwall Future Ready - Preparing for Future Growth

- Top Focus Areas: Economic development and job creation (41%), transportation and mobility (21%), and emergency preparedness (17%) were the leading areas identified for future investment.



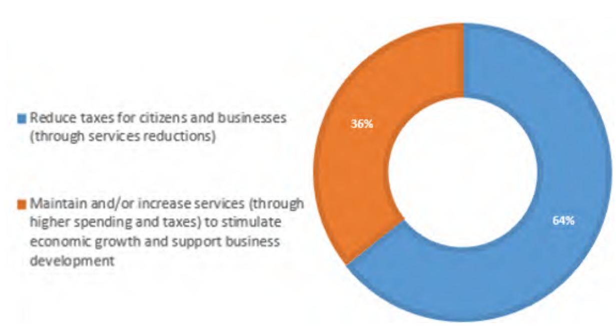
5. Budget Priorities

- Most Attention Needed: Accessible and affordable housing (252 mentions), safe community (164), and quality neighbourhoods (129) were the top priorities for Council and Administration.



6. Taxation and Services

- Preference for Tax Reduction: 64% of respondents prefer reducing taxes for citizens and businesses (even if it means service reductions), while 36% support maintaining or increasing services through higher spending and taxes.



7. Demographics

- Local Engagement: 95% of respondents identified as residents or business owners in Cornwall. (428 respondents: 406 from the City, 22 were not).

Key Findings: Student Budget Survey

- Top City Services for Students: Parks, sports facilities, summer student jobs, libraries, and public transit were most frequently cited as having the biggest impact on students' lives.
- Youth Priorities: Students expressed a desire for more affordable and accessible recreation, improved transit (especially on Sundays), and more youth-oriented events and safe spaces.
- Budget Suggestions: Many students recommended spending less on large capital projects and more on direct services for youth, mental health, and community safety.

This word cloud visually highlights the most common words and themes students used to describe what would make Cornwall better for young people.

Community Themes

1. Affordable Housing Remains the Top Concern: Residents want Council to prioritize investments and policies that increase the supply of affordable, rent geared-to-income, and supportive housing.
2. Desire for Efficient, Transparent Government: There is strong support for reducing "red tape," improving permitting processes, and ensuring that tax dollars are spent efficiently.
3. Mixed Views on Climate Action: While many support environmental initiatives, others are concerned about costs and want to see a focus on core services.
4. Youth Engagement is Valued: The student survey highlighted the importance of including youth voices in budget decisions and investing in services that support young people's well-being and future opportunities.

5. Community Engagement Needs Improvement: Residents want more opportunities for meaningful input and better communication about how their feedback is used.

To ensure the integrity and respectfulness of the survey process, responses containing inappropriate content were removed prior to analysis and reporting. Examples of content that led to removal include: foul language or profanity, racist remarks, hate speech, or discriminatory statements. This step was taken to maintain a constructive and inclusive environment for community feedback and to uphold the City's standards for public engagement.

General Community Survey

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall? Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	I dont know....
	Finding developers to come here. Maybe look at smaller cities to see how they are meeting these challenges. We don’t have enough affordable housing, wether smaller homes or rentals
	Red tape
	Hoarding, homelessness
	Affordable rent
	Demographics and the amount of people who need it is greater than or equal to the amount needed for senior living.
	Expenses, prices are so high nowadays it's hard to buy materials, and then rent on top of that is through the roof so there's no room for extra expenses.
	Costs
	Making affordable housing. Maybe row housing which rent is subsidized based on income.
	Cost and location. No need for fancy housing. Bare bones
	Unsure
	I believe the biggest barrier to housing development in the City of Cornwall is the lack of compassion and understanding from our city council regarding the real struggles residents face. Too often, decisions seem to be made from a place of privilege — by individuals who may have never had to worry about where they would sleep at night or how to find affordable housing. Instead of prioritizing initiatives that would make housing more accessible and attainable for local families, the council continues to allocate funds toward projects that residents have clearly expressed they do not support or need. This disconnect between leadership and community has created frustration and distrust. When the voices of the people are ignored, meaningful progress becomes impossible. To address our housing crisis, we need leaders who not only listen but also act with empathy and urgency — leaders who understand that safe, affordable housing is not a luxury, but a basic human need and the foundation of a healthy, thriving community.
	No caps on new buildings for rent. Cost .
	The high price for rent! People can not afford the rent
	Red tape..... or not the actual type of housing, that's really needed.
	A lack of municipal leadership! Money being spent needlessly such as the replacement of the Rotary Circle, heritage, arts, and every new fashionable idea that comes across some Councillors mind.
	Funding. Perhaps a partnership between the city and builders to support costs and then share revenues would be a way to get more done.
	Red tape!!! We do NOT need a "cultural centre" when we have too many who are HOMELESS and HUNGRY. Stop wasting our taxes on frivolous things!!
	Cutting staff at glenstordun lodge; it’s ridiculous to make housing a priority while cutting critical staff responsible for taking care of our seniors!
	Permit office efficient and outside investment
	Cost. People cannot pay what landlords want. Respect for low cost housing by renters and public.
	Wait time for city inspections. Micro managing of criteria to meet city baselines, no wiggle room for compromises, attitude of inspectors, expense for builders to apply, wait time for responses or inspections.
	Too strict with the codes.
	Demand for housing is too high. Lot values are inflated.

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	Availability of Affordable housing	
	City council	
	A lot of land is used for the large industries. When development does happen it is for middle to upper class housing that is not affordable to purchase or rent especially for the employees who work at those large plants earning a lower income.	
	Developer fees are higher than surrounding municipalities.	
	Focus on single family dwellings in outlying areas. Density in core areas should be a focus	
	Get rent done	
	Lack of jobs in order to pay the high rents.	
	Lots of privately owned lots being with houses beibg built in price ranges that are outside of what most can afford.	
	I believe it may not simply be a matter of cost, but of regulatory, procedural and infrastructure-service issues.	
	Not enough funds / manpower to get it done in a timely manner	
	Willingness	
	We need to use empty land owned by the City to build more geared to income housing for residents. We could also sell off excess City owned land for housing development, Bob Turner land, move the Football field to the Benson centre on the North side of the building	
	Affordable housing for low income. Too many people are receiving housing benefits that shouldn't be or are taking advantage.	
	Burocracy	
	Cost of building, people not able to afford new home prices and already at full capacity roadways and infrastructure.	
	Likely zoning laws	
	- Development fees - land costs	
	I believe the biggest barrier is federal funding for housing development in the City of Cornwall.	
	Je pourrais évoquer la pénurie de logements et accessibilité financière couplé au défi pour les nouveaux arrivants et la population vulnérable.	
	Too many people renting or living on city housing don't appreciate what they are being given. The renters should be paying for repairs that need to be made because of their disrespectful living habits.	
	Landlords who do not reside in our area, and rents that are far beyond what residents can afford and the salaries in this city.	
	GREED. Seriously, $80 M for a low lying swamp area to build a new high school? The majority of properties that could be, or do have an approved plan of subdivision are owned by two-three companies. Greed pure and simple.	
	Housing prices and rents have risen faster than local wages, making it difficult for developers to build units that are financially viable while still affordable for residents. Many households in Cornwall are cost-burdened, spending more than 30% of their income on housing. Cornwall has an aging population, but also growing demand from younger families and newcomers. This creates diverse housing needs (affordable rentals, seniors housing, family homes) that the current supply cannot meet.	
	Rent to expensive to long to get permits	
	Wasted money by council	
	I think a lot of housing being developed can only be afforded by people out of town. Low and middle class don't have the financial limit to purchase or rent the new homes available.	
	Mental health stabilization and sustainment programs	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	The city bureaucrat and the people in the permit department They are not there to help contractors or home owners to better the city .	
	Cost and bylaws	
	Cost of living	
	The council that keeps wasting money on outrageous things. Sarah good saying at a council she doesn't want to see a high rise in her window as she washes her dishes after the council approved the domtar land to being high residential. Also doesn't do the city any good as she works towards trying to become provincial. She should have to choose. No human can do both.	
	Not enough housing	
	Having more affordable houses available near the northern end of town would be a awesome. A lot of us commute to Ottawa and area due to higher wages but have no inclination to live in those places. Cornwall is a great place to live and being so close to the 401 & 138 make it an excellent place to commute from. I believe the biggest barrier towards home ownership at this time is the cost.	
	Red tape from city, permits being difficult or impossible to obtain. This is detering development in Cornwall as a result.	
	Lack of local developers.	
	I feel that the biggest barrier right now is just the sheer amount of people in our city who require housing, but not having the needed income to secure safe, long term housing. Many individuals (especially those on fixed income such as OW) simply cannot afford the high prices of rent in town.	
	Exorbitant costs of building permits and way too much red tape.	
	Lack of development due to Municipal red tape and fees. It needs to be easier, cheaper, and dare I say consider NOT clear cutting mature forests or backfilling established wetland habitat. There is plenty of property that fits.	
	Affordable housing. People never leaving subsidized homes. This should only be temporary to help get started then they must pay full rent after a certain amount of time. Therefore givgung someone else the opportunity for subsidized rent; helping to eliminate back elog.	
	City officials not seeing the urgency in getting these new units built and waiting years while city residents wait and suffer with low incomes. Also not enough developers coming to build new homes creating high prices in real estate as there isn't enough on the market. Supply and demand!!!!	
	I don't really know but there's buildings that are't even started like on pitt accross from riellys delli	
	We have a few vacant facilities that are not being used. Why not invest and turn those places into affordable homes or rooms for those that are struggling. (homelessness)	
	Building and development fees as well as a long process to get anything approved.	
	Long timelines for development approval	
	Le manque de logement abordable et les taxes municiaples élevé	
	City of Coirnwall administyration and council. Way too many re]ules and regulations.	
	Cost of construction	
	Permits from city	
	Affordability	
	Residents can barely pay the ridiculous rent prices. These people definitely cannot afford new builds. Cornwall needs more income geared housing.	
	Cost of rent/high paying jobs	
	More resources for the homeless. Such as soup kitchens, shelters for homeless people	
	Mismanagement of city funds	
	Funding	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	the difficulty in obtaining building permits	
	Council not listening to the public.	
	Too much emphasis on single housing dwellings and expanding the footprint of the city versus developing multi unit, accessible, affordable housing in the downtown core	
	Not enough low income housing facilities available.	
	The cost of land and permits is too high. Permit time likely takes awhile.	
	The lack of jobs is a large issue. I don’t think it’s housing per se. People simply cannot work close to home and the commutes are not always doable if people cannot afford a car or the public system.	
	Funding and competing priorities. Not enough financial support from province or federal government. Cost of construction is so high.	
	Lack of vision and commitment by Council and Administration, our money and time is being used on too many projects distracting from the core issue, homelessness.	
	I don't think there is a barrier	
	People living in social housing are long term residents who spend their lifetimes there. There should be auditing done to allow for people who actually need "low income" to get in. No such thing as paying max rent when you have a good paying job. There should be more of these places made that are not assisted by the government but just ACTUALLY affordable. There is too many single home dwellings that are overpriced.	
	Affordability	
	Lack of affordable homes being built, only expensive homes, or attached homes.	
	Giving money to the homeless shelters instead of helping low income families.	
	Red tape, restrictive bylaws, zoning requirements.	
	By far the building department is the largest problem. In speaking to many builders they describe that Cornwall is the worst place they have ever worked and that the people in the department are the barrier.	
	Spending insane amounts of money on things like round abouts	
	The biggest barrier to housing development in Cornwall is financial feasibility. There is a major gap between what it costs to build and operate new homes and what residents can realistically afford to pay.	
	The biggest barrier to housing development is the property taxes. The city of Cornwall's property taxes is significantly higher than many other municipalities in Ontario for residential housing. Cornwall’s residential total tax rate for 2024 was approximately 1.842433%. Ottawa is ~1.19564%, for example.	
	It’s a lack of jobs. With so many non Cornwall residents and the government contributing for their wages, Cornwall residents have faced homelessness. I would like the City to build small spaces to house and individual and larger ones to house families. Brockville has them. They are great. If they have a place then you would have less mental struggles	
	People don't want their property value to decrease because of proximity to lower income housing. It's not a good idea to build near schools. We also have a horrible drug and alcohol abuse epidemic in this city. I feel like the issues are so much more than housing on it's own. I am not an expert but building housing for people who cannot take care of themselves or their home seems like solving only half the problem. We also need something in place to encourage people to take care of themselves and their living spaces.	
	L'argent nécessaire pour construire les logements, aussi éviter toutes les ruban rouges.	
	owners of vacant land are waiting in order to make more money when they sell	
	Vacant properties sitting for long periods of time undeveloped.	
	Not enough rentals available for working (middle) class families. Not	
	Construction companies take too long building. Permits are too slow being issued.	
	We need to attract more people with higher paying jobs to stimulate the economy.	
	The cost	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	Government red tape	
	The prices of not only the houses for sale but the rentals as well. 2400 plus utilities for a three bedroom is not affordable. Even with two mid range incomes.	
	Cost of homes. Limit the people buying to become landlords. Cannot even afford my first home. While paying over priced rent to save	
	High construction costs plus a lack of skilled labour.	
	Affordability for pensioners	
	I’m not entirely sure what the biggest hurdle is for housing development in Cornwall, Ontario, but I do have one key recommendation: we should prioritize investment in environmentally friendly homes. That includes better energy efficiency, the use of solar panels that can feed power back into the grid, heat pumps, and other modern technologies.	
	Red tape. Takes to long and to build anything or get permits.	
	The city. Bylaw is the worst	
	I dont know what the decision process is so I can't answer this.	
	Lack of space and the space that there is, is on the city limits where there is no easy access to grocery and other stores.	
	Available land	
	Affordable housing is key and everyone deserves a safe & affordable place to live. The government should make affordable housing a priority and build more geared to income housing.	
	People on city county	
	Taxes,red tape in the development phases and to high of fees	
	The city of Cornwall	
	Red tape and counsel barriers.	
	The city itself is the biggest barrier, issuing building permits seems to be a real issue unless of course you have ties to someone that works for the city. They never work with builders they always work against them.	
	Cost of building	
	Affordability and larger corporations buying out mass quantities of houses to overcharge excessively. Lower-priced housing is not maintained. By-Law should be appropriately patrolling these specific target areas to recognize issues externally which may reflect internal issues and may put a flame under the landlord’s lack of upkeep/maintenance.	
	"Not in my backyard" folks. The city not prioritizing a shelter, or long-term solution to help homeless or housing insecure people. They had the McConnel manor one winter, but then that went away. Temporary band-aid solutions aren't good enough.	
	Cost	
	People living in the low housing complexes, paying top dollar for the low housing unit instead of moving out and giving it to someone who REALLY needs it.	
	out of town landlords buying properties and renting them out, not even living closeby to repair the property	
	There’s not enough affordable homes. Young people cannot afford to rent or purchase.	
	Too many permits, for house renovations and long wait list	
	The concurrence is very low so prices are high , build more houses to make it easy for us to buy a house	
	Developers want to build detached single homes, while it is apartments and townhouses that are needed. More living space can be built on the same land, if it is apartments or townhouses.	
	Not sure	
	Le nombre d’habitants qui augmente très rapidement	
	High rent rates	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	To many people waiting for a handout	
	Too much money spent on no necessary items and too much government red tape plus a lack of Municipal vision and will, there is no apparent leadership at City Hall.	
	I think the rents are too high.	
	Bureaucracy	
	The building code itself has a governing body that requires the code be altered and indeed improved each year, as such the mission creep from functional, performant, and most of all safe and long lasting structures as the stable goal with which to percolate ideas about has since been second fiddle to real estate megacorps and banking moguls longer term forecasts. Perhaps a short term freeze on building code "improvements" and a bill proposal towards taking a pause to consider more data before agreeing to every green initiative that uses "sustainable" as a buzzword. We went from cob and mortar, log cabin, and straw hay bale construction methods to agreeing to be pushed towards automated everything and battery banks as walls.	
	Development charges.	
	Lack of allotted funds and “red tape”	
	Coutvdes logement	
	The cost of living against what people make.	
	control of value asked related to actual value of improvement rather than perceived value when gentrification takes place	
	Too much red tape at city hall. Takes too long to get permits.	
	Length of time to get anything approved. And space.	
	Lot price, Development fees, permits, tons of money and red tape needed to build a basic house in cornwall	
	Zoning laws for the most part.	
	Everyone wants low income housing but not next door to their house.	
	Affordability.	
	The city owns several vacant houses on Marleau Ave. and some people were paying rent and then left. Nothing has been done with these properties, why did they not let the people stay and pay rent or rent to low income people. I do know that some are being used by Fire & Police for training.	
	Sales tax	
	need more geared to income housing. The new housing developments are to high a cost per unit.	
	Cost of rentals and mortgages	
	Lack of infrastructure	
	In my most recent observations, you have families that moved into geared to income housing years ago why they were low income. After many years of living there they no longer need low income housing and are still there. Why are they not forced to move so a needing family can take that unit? Also, with many people causing unnecessary damages to rentals and prices skyrocketing to compensate, can the city come up with mandatory inspections to maybe stabilize rental increases?	
	The City wasting $ on ridiculously unneeded things.....Art Center....Roundabouts etc.	
	The biggest barrier to housing development everywhere these days is the fact that everybody wants something for nothing. Developers want huge tax breaks, tenants want lower rents and nobody wants to work any more.	
	Approval and Inspection process	
	Lower rent rates for working class. Fixed rates for seniors over 65 (1 bedrooms). Allowing HPP increases, and recycle older buildings to accommodate more rentals.	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	Barriers for entry. If I bought a parcel of land, there is no support for me, and I have to compete against developers who want to build a six plex on land I want to build a bungalow on.	
	The general inflation of the economy. Unless you can control that, nothing you can do will help.	
	The cost of building a new home is the biggest barrier. It is not just permit costs but the cost of a building lot, of materials and actual construction.	
	Affordability and local population is mostly below the national average income.Developers don't want to build gear to income housing as it's not profitable.	
	Regulated income properties	
	I believe there is a a large amount of land available, but most builders that build on that land charge a premium for their houses. Not sure if that's because the price of the land they purchased was high or are they just pricing it for the elite.	
	High Construction Costs Material and labour costs in Ontario have increased a lot.Developers often say it isn't financially feasible to build new units—especially affordable housing—unless they charge high rent.	
	The biggest barrier to housing development is widely considered to be the combination of restrictive government regulations (zoning laws, lengthy approval processes) and the associated high costs of construction, land, labor, and financing.	
	City counselor	
	Permits.. it's taking forever for new builds and updating older homes to get approved. There's always a huge time wait for permits to be approved for anything.. which then the builder/ homeowner gives up because they have run out of money to be able to afford it. We're also going into winter again and seeing how the Massey building is not moving along quick enough, people will be without a roof over their heads and living in tents once again.	
	The people who do inspections take too long	
	Costs of land and interest rates, and finding and paying skilled labourers. Once built, though, the housing needs to be affordable I.e. no more than the 30% gross income	
	Hard to say if there is any one thing. We have a lot of vacant buildings and lots in the city that haven't been developed and I wonder if that is because of the cost of renovating an existing structure or remediating brown fields. At the same time we are seeing forests cut down to build subdivisions, like the one in Riverdale, but that is hardly affordable housing and the further out from the core of the city, the higher the cost of development due to the need to extend and connect to utilities like water. I think the city should focus on infill and make sure all vacant buildings and lots within the downtown and surrounding area are used for affordable housing.	
	I realize money is at the core of many of the issues with affordable housing, however, I've seen the City's permit process has become next to impossible for people to navigate. Why?	
	City council is more invested in an art gallery that the majority of this city will not even be able to afford to attend, let alone purchase anything from. Stop wasting money on useless projects for our city and use it to help our homeless	
	Funding and cost of construction.	
	Development is possibly hindered by red tape and possibly development fees.	
	Too much red tape	
	The Corporation of Cornwall itself is the barrier. We advertise "Shop Local". But the Corporation neglects to follow.	
	Lack of low cost and rental housing. Increasing cost of renting	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	High costs. Too many people from big cities such as Toronto, Ottawa, and Montreal, buying up houses and lots and building on than jacking up the prices. Also the cost of materials and such	
	The biggest barrier be to housing development I think be the land availability and financial cost	
	Rent is getting too expensive and it is hard for people to maintain a normal lifestyle with all other areas of increase in cost and income not matching cost of living	
	The action needed to move forward, going beyond talk.	
	Affordability and mortgage rates	
	Regulations imposed by the city	
	No jobs	
	Cost	
	The Cities Planning & Bylaw Department is the biggest barrier. High turnover of staff, unskilled, and long processing times. No support of contractors.	
	The homelessness problem in town, and affordable housing. I understand this is a provincial and federal issue too though.	
	no significant barriers, there are lots of places for infill housing which is cost efficient for managing cities	
	Not enough low income housing	
	Development charges	
	Le grand nombre de sans-abris Il faut adresser ce problème.	
	The decision makers	
	To get an affordable transportation to commute to the housings to other places, the Highest costs of utilities also	
	The price of rent. Out-of-town landlords swooping in to buy affordable Cornwall housing. Perhaps taxing out of town owners to help keep ownership local and affordable. Our small business employers don’t pay enough to afford the rents.	
	City permits process	
	The bureaucratic process	
	Less subdivisions of individual housing and more low income apartments, need more housing for young people who are looking to move into their own space, and for older People who live alone	
	Money and space to build them in	
	To get permits to build or subdivide land is insurmountable for most land owners who would be willing to sell some space within the city. The other issue would be rezoning land.	
	Cost - taxpayer dollars being allocated and prioritized in the wrong departments; resources; time management; bureaucracy within the City	
	I am not knowledgeable enough to know. I can only guess that it could be lack of sufficient funding?	
	Regulations. And get rid of taxes on the cost of materials.	
	Limited landowners. The cost of building new homes for people who could be able to is too cost prohibitive. Keeping the housing stock lower when we should be expanding. Make new builds more affordable and free up more land, free up more housing and that increases either rental or middle purchase stock.	
	City Council and the Planning/Permit Department. I have talked to so many contractors, who are fed up dealing with permits in the City. They can't all be wrong. My personal experience is there were some really good knowledgeable inspectors who were interested in helping you finish a project, but they have left the City like so many other talented people. what is it that attracts them to the counties for example?????	
	Cost!	
	Cost and regulatory barriers associated with building new homes results in low inventory and drives up rent.	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	Price of land in this small community.	
	Money/funding	
	Pricing for housing is out of the reach of many people.	
	The most significant municipal barrier to housing development in the City of Cornwall is the slow permit turnaround and the associated regulatory and administrative friction. The time-intensive nature of the planning and approval process is the primary local impediment that directly impacts the project feasibility and construction timelines for developers. The municipal taxes are also very high compared to the level of income that the majority of residents earn. The City of Cornwall is over staffed and needs to be reduced to reduce costs.	
	Need more affordable housing projects that draw on innovation and use of new technologies.	
	Development fees , lot pricing	
	Red tape	
	The city shouldn't be involved in housing we don't have the resources needed senior levels of government need to step up!	
	I don't think land is an issue as you keep clear cutting.	
	City council	
	Red tape at city hall. Too many refugees. We need controlled immigration not refugees.	
	Lack of low income housing, lack of rental availability, lack of higher income jobs to be able to afford rent	
	Large rent increases. Lots of low income families, low income housing is needed	
	High taxes lead to landlords raising rent	
	There is only so much land available to build homes. Not everyone has to have their own house. More thought to rental units allow the construction of multi unit buildings with rental units	
	hosuing costs, utility costs (electric specifically) and credit checks.	
	Money	
	It could be the availability of land or the cost to purchase land.	
	The development fees are ridiculous. Bought a lot. Selling a lot. Not building in Cornwall.	
	Adorable housing	
	Rent is too high. There is development shortage.	
	Purchasing power parity as it relates to our local real estate and that relationship's dynamic with increasing inflation across time.	
	Build more apartments that aren't immediately sold to developers who are unwilling to charge a fair market value. Stop focusing on condos that only the elderly want. Invest in student housing.	
	Cost of living in general has gotten out of hand	
	Right now the market rent for Cornwall is based off years ago. I currently use the portable housing benefit and the help I receive is based off a rent for a 3 bedroom at 1,000. Nowhere near Cornwall can we find that. The market rent should be accurate to today's costs.	
	Funding	
	Corrupted officials	
	Cost of living.	
	Barriers? I truly don't believe there is? I see construction everywhere?	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	We need some tiny homes built in an area and create a community garden there for people To appreciate their space and have someone to monitor the area and vet participants willing to make change and work and help their community. Make it affordable and teach them how to budget and vest their money. Partner with a local bank to help the people in those homes become good with their budget planning and learn the proper ways about credit building and investing for the future. Help break generational welfare. Don't put a bandaid on problem, he'll Guide people. Try it with a group of people who are committed to the opportunity. Start there and see how it goes. Work with them for a 1-2 year period and set them up for success!	
	The cost and wait to get permits	
	Too many people brought into the city and apartments limited for people and their teenagers moving out of their family home.	
	l'argent les terrains abordables	
	Budgeting by the city. Overspending by the city limits their ability to follow through with additional housing developments.	
	The ongoing development charges and delays in permits	
	Not enough space for affordable homes	
	Affordable housing	
	costs	
	Over priced properties. Most important note is if you provide the housing. Many of those residents due not want to abide by rules hence why they stay homeless.	
	Getting permitsb	
	The constant desire to build brand new buildings when there are MANY existing buildings that could be put to use.	
	the city	
	High taxes	
	Empty spaces that were once business sites and need cleaning up so we can encourage density rather than area expansion of housing.	
	More city housing	
	You must not have enough money that's why we don't have enough housing…	
	Cost and location, the old hospital would be perfect but also not investing to heavily incase they destroy it. Out of town/country investors buying every property in town. Raising rent and raising cost of housing.	
	The City of Cornwall for the past number of years has virtually been ignoring the housing/ homeless situation, allowing people to live in tents.	
	Bureaucracy, permits, vacant land, investment. Pricing is out of hand, housing has matched bigger centres with nothing more to offer than before Covid.	
	Cost associated with developing housing no longer allows for affordable rent for renters.	
	No barriers,just do it	
	Decent paying jobs	
	Affordability and regulations.	
	The money wasted on projects like the art centre and new fire and police stations that go way over budget. Money wasted on roundabouts where a traffic light would suffice.	
	Plain and simple... too many investors.. using rental units as profit generators Example Devcore.... and unsustainable and unreasonable growth in the real estate prices.. produces costs beyond normal incomes...	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	The landlords have no authority over their own property, no enforcement available to evict non paying tenants, damage done by renters, and rent increases are fixed at low rates when City wants to raise taxes by 10%. No incentive to invest in rental properties, tenants have almost complete control.	
	Cornwall is not utilizing the already vacant buildings, ie old hospital, nursing homes, office buildings that already exist to create housing, there are plenty of business that have buildings for sale to refit for housing.	
	The development fees are too high. We have homeless encampments along the nice waterfront making the area undesirable.	
	The amount of rent we have to pay almost $2000 sometimes utilities are included some aren't I fine if ur paying that much why not include it all at least but even $2,000 is alot for rent people can't live when paychecks arent always that big ...	
	Even if there is housing development rent is too expensive and it’s hard to ever even think of buying a house when it’s paycheck to paycheck to pay rent and utilities plus other living costs.	
	Instead of starting from the ground up- refurbish existing structures. Im sure the city has lots of properties not being utilized.	
	Lack of affordable and safe housing. Lack of emergency shelter housing.	
	Permit process	
	Proper allotment of funds	
	Everything	
	Taxes, Bureaucratic costs (fees), home prices versus the average income.	
	Cost of new purpose-built rental development is too much. Returns not worth the investment. Risky because the investment isn't protected. LTB rules can hang you to dry. Speculators are safer in other markets.	
	Working with the city departments and having to do things 2 and 3 times	
	The cost of construction. There seems to be ample housing construction for middle to upper-level incomes. Not so much for people in the lower income levels.	
	Permits	
	Inappropriate spending in many other areas!	
	Cost of rent	
	Cost of living. Taxes are too high. Utilities are too high.	
	Lack of interest from developers	
	A uncooperative and unimaginative planning department. No online permit applications? Is it still 1982? This is but one example of the inefficiencies. Add to this a lame city council.	
	Permit delays Cost of labour	
	Des logement a prix abordable	
	Derelict properties taking up prime space.	
	I don't know what the biggest barrier is.	
	The price of the labor and material	
	Permits	
	Cost of building	
	No barriers … get it done	
	City administration	
	City permitting	
	Rental price increase	
	I honestly don't know. It seems like its a more complex issue than we assume. If its not, then why arent there more housing? I've heard people blame the city and the counsellors, which I can't comment on.	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	Red tape with the building department.	
	Empty factories or buildings not being used for what they should be, lack of public awareness.	
	The cost of rentals. Once the units are built, the costs skyrocket and it is extremely hard for the tenants to afford the cost. Also, it is a known fact that projects always go overbudget, and it is always the taxpayers who pay in the end. There	
	The cost of housing compared to the average salary in the area.	
	Property taxes. Building and permit staff, forgetting that they're serving customers and ones that help support and grow the city. Permit fees are now more than double. Making so only the wealthy can build.	
	Money spent on frills such as the Ats Centre and a needless alteration to the Rotary Circle, and a CAO plus an assistant CAO, tighten the budget and focus. Lack of leadership at all levels of local government.	
	City permits. Seems there is a giant roadblock making it difficult for people to build so people don't want to build here. Lots of old "contaminated " land around needs clean up and be useful. Across from giant tiger pitt and Emma pitt and 13th. Cumberland and 11th. Terrible old building falling down no one fixes it. Makes the city look trashy. Cost of materials to build is very high.	
	There are a lot of people saying 'not in my backyard'. And I get it but, if we had the resources to educate the neighbours and the homeless maybe we could make a better community. We need staff and follow up and rules.	
	Rents are too high for units that aren't worth it and saying you're going to build affordable housing and the units end up being 2k a month isn't close to affordable. No one wants to rent a new build because there's no rent cap and you're rent could be raised to greedy amounts by greedy landlords	
	Investment from all levels of government.	
	Cost Funding the infrastructure and programming necessary for the variety of housing needs is massive.	
	Our socialist city council who doesn't listen to what the people really want...	
	Too many delays getting permits approved	
	Housing is a serious issue for all,as you know the major problem is LAND LORDS that are to greedy the one of the problems are real estate prices, second some land lords to choosy for a future renter ,Third Governments such as fed. prov. not doing enough for the citizen of this town. Ex: the amount on ODSP, WELFARE THE LAWS HAVE NOT BEEN UPDATED FOR YEARS and for our seniors force to choose food ,meds or rent. This needs to be addressed	
	Cost	
	not enough people want to move to cornwall, perhaps investing in the upkeep of the town parks/homes would help.	
	I think the biggest barrier is wasting money on things like the round a bout on brookdale, there is no need to replace what isn't broken, there are no major accidents on that strip of road so why change it. I'd rather see my tax dollars go to either redoing the old general hospital for emergency housing, apartments etc. We need to bring in more jobs to Cornwall, not just minimum wage jobs and we somehow have to encourage more kids to get into the trades where the real money is.	
	So government at the provincial and federal level got out of the affordable housing business in the 80s, and now we are captive to the housing market being treated as an investment as opposed to a basic human need.	
	Jobs	
	The space	
	Development fees and taxes	
	Getting the permits necessary to do the building. Also there are so many abandoned buildings that could be either demolished and the land used to build newer structures.	
	The City	

Q1	What do you believe is the biggest barrier to housing development in the City of Cornwall?	Selon vous, quel est le plus grand obstacle au développement du logement dans la Ville de Cornwall?
	Having enough affordable units for low income families and individuals. We also need more affordable units for individuals who experiencing barriers that allow them to keep affordable housing (ie. addictions and mental health needing affordable supportive housing until their needs are met, low income families who only have a single income household needing access to jobs or other financial supports, emergency longer term housing for people who may be evicted from home due to certain types of circumstances).	
	I don’t know much about housing development in Cornwall. There are many houses and buildings that sit empty in Cornwall. Could there be greater incentives to renovate these (or rebuild in cases where the buildings were destroyed by fire) as they don’t require more land? Has there been a survey to determine what type of housing is needed (other than affordable)? In addition to apartment buildings, could there be “small home neighbourhoods” where people could have a home to own with lower mortgages? Does the city of Cornwall allow tiny homes in backyards?	
	Cost	
	A large number of jobs that have a low level of pay and few opportunities for advancement. Homes being purchased by ‘landlords’ (often out of town owners) who then rent at high prices or use them for air BnB. There are some I know who own 20+ buildings that they use for airbnb and/or short term stay.	
	Whatever is being developed is completely out of reach financially for the majority of people living in Cornwall whether it’s houses or apartments.	
	Il est important d’offrir un aide aux propriétaires pour faire respecter les lois: ramassage des excréments d’animaux, limiter le nombre de locataires, limiter le nombre de véhicules sur les espaces de stationnement: ne pas autoriser un locataire à se stationner dans la rue à long terme lorsqu’il possède un espace de stationnement. Avoir un plus grand nombre d’inspecteur pour soutenir les propriétaires. Le délai des permis de construction ou de rénovation.	
	Provincial funding.	
	Considering how long it took to finally build apartments on the ne corner of pitt & second, I can only imagine.	
	People can’t afford to rent that how come we have homeless people ever since Covid everything is gone double the price and now it is it seems that it’s tripled food is gone up the excuse that they made to double it while we were in Covid was the gas not that the gas has been down and the truck trucks are bringing food, big and small are able to fill up at a reasonable price. What isn’t the food and housing go down?	
	Lack of low housing units	
	The sheer cost of it all from land to permits to the last sheet of drywall.	
	Cost of rent	
	Rent to high and wait list to get into housing is way to long	
	Cost, lack of workforce.	
	Not allowing permits for tiny homes! People with property could even build little in-law units in their yards for their parents.	
	The cost to build new units	
	I believe the city's continued work towards housing development is moving in the right direction. With projects like 550 Ninth Street East we have seen the city commit to and achieve their goals. Unfortunately it takes time to build these projects.	
	Fees, monopoly of vacant property ownership	

Q2	Are there services or supports the City should invest in that you feel would make housing more available? Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	location of homes accessible to food stores
	The city need to put a cap on rent prices .. Cornwall rent is more expensive than bigger cities people can't afford to pay these amounts
	Lower property tax rate. Stop asking us to ask for more services. I have a $500,000 home and I am paying over $6000 in property taxes. Absolutely stupid. Lower services and lower taxes
	free up more money by reducing the amount spent on the museum, sports and culture, stop hiring and focus on this issue. stop playing around with all of the extras such as diversity etc., these things are important, but human living
	Cost
	None that I know of
	Actually building the homes they promised would be built on time and not 3 years later.
	Just more communication and cooperation, common sense also generally. We somehow follow the health care model in that we wait until there is a problem before addressing the predicative needs of the community. If people need to have a dual diagnosis, an empty bank account and a criminal record to afford housing, we haven't been forecasting the right "weather", so to to speak. The waiting lists, local politics at the generational wealth level outside of government, and prerequisite sets of foundational life hygiene skillsets that need to be in place are preposterous in 2025. Equity and perfect credit, an internet connection, a phone, and stable high paying income and knowing the right people, or abject poverty and you too can afford to rent.
	We could use some extra small shelter homes. Start a project that is affordable and that can help all who need it. Open up a few more food banks down towards the East end of Cornwall.
	Housing has a waiting list of minimum 3 years
	I feel like Cornwall should build a huge building with a bunch of condos/apartments in it where it could be both luxurious whilst also not breaking the bank for the people moving in, that way both the city of Cornwall could make money, and the person living there can potentially save.
	Not sure
	Ya stop raising our property taxes on land the city does nothing for
	Purchase old unused buildings in cornwall and renovate them to provide shelter for our homeless and those struggling to find permanent housing
	Eliminate red tape
	Mini homes for homeless and more doctors
	Better housing prices
	city needs more invest in affordable housing, don't just look at couples but single people with one income
	More low income homes
	Make vacant lands available to developers at minimal cost with the guarantee that affordable housing would be constructed.
	Partnerships Non profits do much more for less and are often connected to projects worldwide more than municipalities Let everyone stay in their lane and work together. Habitat could build more for less, find them more land, invest in their projects. Supportive and transitional housing are key right now. And seeing your question below, affordable isn’t enough. You MUST consider deeply affordable housing as well. Fill the spectrum!
	Possibly coordinating with CCH to provide more withdrawal management services to get the majority of the folks living in tents off the street drugs. You can’t talk and deal rationally with a drug addled brain. It needs to be clear of drugs to function,
	Many

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Its not services or support that will fix the problem. Affordable housing isnt a municipal problem. Theres nothing Cornwall's budget could ever do to fix the problem of affordable housing in Cornwall.	
	Stop spending tax payers money. If you can't afford to live here move on.	
	Busing to areas not yet supported	
	Better trained staff in housing	
	Yes	
	No because you will raise taxpayer's taxes to pay for it. We pay too much already and services get taken away and not added.	
	Tiny homes	
	Affordable housing, at 69k per year I cannot afford the current rent prices on my own with three children, nor do I qualify for subsidized housing and I cannot save properly for a downpayment when most houses that suit the needs of my family (3 kids and myself so 4 bedrooms) is north of 500k.	
	I don't know.	
	Support the current rental owners with incentives to have affordable units. Offer long term leases on city owned vacant units or land. Review outdated policies and update zoning.	
	Let's talk quality of housing - a proactive bylaw team that enforces property standards to ensure that affordable housing is not dilapidated, unsafe, and unclean.	
	Human services. Education can be made by workers to help people get to work and be able to afford accommodations. Rent subsidies help a lot	
	This is a pretty broad question.	
	Faciliter la construction parce que Cornwall a besoin de plus d'unités rapidement, investir dans le soutien direct et les logements existants.	
	More strict auditing for social housing. So that there is space made for people who actually need it.	
	Of course lower interest rates. But tiny homes are great. Build them. Look at Brockville. They have them. They care about the residents there.	
	Reduce taxes so rent doesn't have to increase to cover those fees	
	Cornwall should prioritize investments in affordable housing supports, streamlined development processes, and wraparound services that make housing both accessible and sustainable.	
	Tiny homes, properly run trailer parks, apartments for families all offer variety to our various income brackets.	
	Support the inclusion of smaller rental buildings such as duplexes at affordable prices.	
	Better city planning perhaps? I'm not very familiar with this issue to provide insight.	
	remove the mayor	
	Reduce development charges for affordable, rental, or mixed-use housing, a dedicated planner or project queue for housing projects, and invest in infrastructure to make land "development-ready" such as extending utilities (water,	
	Have the people renting the units pay for damages done to the units. Have them put in a set number of volunteer hours in city programs to give back the generosity that is shown to them.	
	No!! Housing is for private corporations and the City should not be involved. They should simply ensure that regulations are followed.	
	More employment options, mental health and addiction services. I feel dealing with the tenters is important.	
	Bylaws that put boundaries on people buying to use as income properties	
	At this rate, only more housing options can make housing more affordable.	
	Drop the development charges and the private sector will build more affordable housing.	
	Empty buildings that could be used as emergency housing or long term. Build apts or buildings for the homeless people so they don't freeze to death during winter. Even put up urts if necessary.	
	Making old buildings into apartments	
	Invest in one of the old hotels, and rent the rooms for a low monthly fee. That covers property taxes and some renovations but not to make a profit, but to help to make affordable housing	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Less taxes	
	More geared to income	
	Encourage and incentivize developers to build more apartments and townhouses. Transition housing, to get people off the streets, while they continue to work and save for the first & last month's deposit for a rental unit.	
	Loan programs rent protection	
	Yes.	
	I believe regulations over short term rentals should be put in place and I think the issue is not housing availability but affordable housing availability. Cap on rents should be implemented.	
	Control foreign buyers	
	Drug/addiction Prevention and mental health	
	Build housing for the homeless near where they actually setuo their tents.	
	Building more housing at a reduced cost	
	Not sure	
	Lower interest rates on taxes. How about kick people out of low income housing that makes maximum amount. Or if they are living in a 3 bedroom but need a 1 bedroom correct this.	
	No	
	No	
	Stop spending… your inability to realize that your spending increases the cost of living for everyone is mind boggling. The more you spend, the more we're taxed, the less money we have to spend.	
	Repurpose buildings not used to capacity e.g. 104 second east	
	City housing city prices	
	Advertise the potential this city has and not make it so difficult for potential investors to settle here	
	Stop putting so much money in unnecessary things just to make our city's 'status' seem higher. Ie police station, fire station, art center. The people should come first	
	Unsure	
	Yes, stop being greedy and cut the development fees. Any time I bring this up they always start comparing cornwall to other cities. The difference is, those other cities have OHL teams, concerts, events.ect.	
	Stop spending money on roundabouts and art galleries and water meters	
	Mental health services are hardly effective for the main reason that they put the onus on the individual seeking help. In an incapacitated state and individual cannot make and keep appointments, cannot wait weeks to get an appointment or utilize a monthly phone call to improve their mental state. It is another embarrassment that our city boasts about these so called free services that are quite frankly failing the people who desperately need them. We need a 3x increase in focus in this area so wait times are not weeks but days or in dire cases immediate. We need actual rehabilitation programs that put people through the process of detoxification AND rehabilitation to integrate back into society in a meaningful way to give them purpose and place in our community. If these individuals could complete this rehab and get back into the workforce they could have proceed to low income housing etc.	
	Drug rehabilitation	
	More affordable housing units. The wait list for social housing us years long.	
	Once again this comes down to how cornwall markets itself. The free marketing done through the citizens on Facebook doesn't help either. Companies dont want to work with a town when their citizens dont feel heard or that they are even considered at town council. The town should invest in more ways to engage their citizenship into actual decisions, even those that have little meaning. They will feel happier and the results will show from community engagement. Once that happens, the right campaign to get those companies to notice will bring them to the door.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	I think the city should buy private rental units and freeze the rents at affordable rates, not necessarily subsidized housing, but using government as a way to influence the housing market to offer a lower cost alternative. This is only workable if the city had a larger financial stake in the housing market.	
	People need jobs. Job fairs, career coaching.... only people working will be able to afford housing.	
	Do something about the rent prices. I can get a studio apartment in Montreal or Vancouver for cheaper than Cornwall. What does that say about this city?	
	Travailler à adresser la source de certains problèmes à la base. Augmenter l'accès pour tous à des services de santé mentale, de toxicomanie. Augmenter le budget des forces policières pour que nous puissions compter sur leur présence dans tous les secteurs de la ville, avec la population grandissante des sans abris et les crimes afférents.	
	Build build !!! A stupid art place while people are on the streets I'm so ashamed of our City our Country !	
	Rent control?	
	Portable housing benefit. And create more low income housing. When individual make too much, give them notice after 6 months.	
	The city just needs to build affordable housing - that's the investment.	
	Bring down rent under $1,000 or bring up minimum wage to $26 hr	
	More mental health resources.	
	More presence of safety or more appropriate buildings.	
	They should invest in housing!	
	Maybe set up a homeless encampment that the tents are to be set up in. Maybe even supply tents to keep the homeless out of a public park.	
	Make permits easier to apply for and speed up the process.	
	Taking people out of low income housing who are back working and still paying minium rent	
	Santé mentale Problèmes de dépendance	
	a faster approval process	
	Stop forcing things that people dont want such as water meters and clear garbage bags.	
	Stop spending on useless infrastructure art center	
	Bring your social services office into the 21st century, remove the nepotism from the offices on Pitt, excellent staff have either resigned or been let go by their six month probation because they have brought forward thinking into a stagnant office.	
	A real homeless shelter, to give people a stepping stone UP.	
	More housing based on income for middle class earners	
	No. I think there should be more housing available for working class tax paying community members.	
	Make it easier to buy and build.	
	Yes, invest in FIXING the sewage treatment plant. The stink around the facility is disgusting. An odour control plan has been in the works for years, but Council wont approve funds to implement it.	
	Help should be available to ANY person struggling financially as long as proof is there. Not bassed on income.	
	Ensure that properties don't sit empty. For example, there are several houses boarded up on Marleau, I understand that the plan is to widen Marleau in the future but these houses could have been rented in the meantime.	
	Cornwall and Area Housing and the CHIPPY program should be invested in and grown...	
	We need more rent subsidy and rent geared to income with new income charts. Without rent control on new builds, many people cannot afford housing. Even then, with rent increases between tenants housing is unaffordable for many. There's no where for people to go and they are risking their lives living outside.	
	Buy out old unused lots of land like where Gladstone used to be or where Domtar used to be, and build low income apartments with little community centers like a communal garden/ park	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Improve the relationship between contractors and planning	
	We should support having services for seniors and disabled community to be able to own a home or to be able to rent in their price range.	
	Reduce red tape	
	Reduce wasteful spending and ensure everyone is paying taxes based on their property value not their income	
	Housing accelerator team Offer pre approved designs	
	Tax breaks to developers, do we have enough inspectors, support habitat for numanity	
	I do not feel qualified to answer this question.	
	Not sure	
	Several Canadian cities have shown that targeted investments can make housing more available, and Cornwall could adapt similar approaches. Toronto uses inclusionary zoning so new developments include affordable units. Edmonton has streamlined approvals for secondary suites and backyard homes, helping homeowners add legal units quickly. Calgary has sped up construction by simplifying permits, reducing fees, and supporting non-profits through its Housing Accelerator initiatives. B.C. cities like Vancouver have successfully added rapid, modular supportive housing paired with on-site services, which reduces pressure on emergency systems. Many cities also use a Housing First model, combining permanent housing with mental-health and social supports. Cornwall could focus on four areas: (1) incentives and simple approvals for secondary suites, (2) requiring or rewarding affordable units in new developments, (3) supporting modular or supportive housing to quickly add supply, and (4) faster, lower-cost approvals for affordable projects. These measures have been proven in other Canadian municipalities and can help expand local housing options efficiently.	
	Housing services,	
	Homeless housing or sections where homeless can gather. More healthcare services for these people. In turn making the city safer and better in appearance.	
	I’m not sure	
	I think to continue to grow the city will require more urban intensification to begin ie high rise towers, as we are starting to fill in the rest of our open city lands, not all of that is classed residential. We continue to need industries and jobs to come into the city to help drive forward this growth. With projects like the Nick Kaneb extension, this will open up city land for development thus driving forward housing needs. The difficulty will be staying ahead on housing for our job positions.	
	Jobs	
	The City should perhaps purchase land and build homes, not making a profit would make the home more affordable.	
	Have planning and building departments be as efficient as possible, while remaining fee-based on a cost-recovery model.	
	No, the province should be stepping up instead of putting pressure on property tax.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Identify housing needs of people with physical and mental challenges. Considering about 10% of the population would fall into this category that means at least some kind of supported housing for 5000 people. Make city owned land or land that is being sold for back taxes available for subsidized housing at a reasonable cost. Acknowledge that this is a structural inequality that keeps 1/3 of the population (renters) in a state of vulnerability and crisis. Allow more mixing of housing and commercial - like more stories on top of retail businesses and malls. For example when Health Unit rebuilds its office allow for 3 or four stories of housing on top of offices. Disconnect housing from the investment market since it is a basic need for all people.	
	Controlling rising cost of renting. Building more community housing units	
	Rent controlled options.	
	Demolish the buildings that are not able to be converted to living spaces, and rebuild.	
	Geared to income housing with annual notice of assessments provided to adjust the rent. Current tenants in some geared to income properties have been there for 20+ years on two incomes without adjustment to rent	
	Move tent city from municipal lands and Lamoureux Park.	
	Work on more low income housing development. We dont need a police station at the moment... like seriously before a police station you need morexpolice on the ground.	
	Real estate board	
	Stop corporate landlords from buying up properties. Housing is a human right, not a business.	
	The city should have maintained support for the United Way's Last Resort program instead of refusing funding and then basically replicating the program, while also calling it the same name. Trust your local organizations to deliver these types of services, they know what's happening on the ground.	
	Encouraging local landlords instead of large corporations buying property in Cornwall. Vest in a true homeless shelter where people go in for the night sleep shower then leave during the day so area can be cleaned	
	Some sort of cost of living legislation needs to happen. Caps on renta and products. Harsher restrictions to prevent landlords from taking advantage of the system and tenants such. Housing changes Ford is trying to implement for example will do nothing but benefit landlords and restrict housing and quality of life for tenants especially those that are disabled or low income	
	More low income housing and sustainable hubs.	
	Start thinking out of the box, as they say. Whatever happened to inexpensive small houses or modern types of modular homes	
	If city "backed" risky tenants leases, landlords may be more open to renting to them. To know rent will be paid, damages covered ect. The term Homelessness is used broadly... but it's more-so a problem of mental illness and drug addiction. If our community police made it "impossible" for dealers to operate in this town, we would have less issues with Homelessness. If we run the dealers out of town and out of buisness, our community will heal.	
	Maybe look at the Habitat for Humanity style of how families qualify to get into their own home. Take a page out of that program and see how it might work at bigger scale.	
	Not sure	
	Again we can sell off excess City owned land or build more geared to income housing	
	Support families so living/housing costs are affordable.	
	As I noted above if the frills that are more suitable for a big City were cut, that is reduce or remove services, the funds would be available. Stop find excuses and do something.	
	Reduce tax and increase turnover time for issuing permits. And also lineant on changing zoning from single to multi units.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Possibly provide tax breaks on specific types and size of homes that are matched to qualified buyers.	
	Yes indeed they could easily make go more fast as I believe there are a lot apartments don't have ppl and also could easily build more buildings	
	A crossing at Boundary where it meets the Cn rail, so busy yet it gets shuttered at least once a year for repairs , then a few months later it's back to just as rough! So much heavy traffic at this crossing yet McConnel which is mainly cars has had a bridge for years.	
	Definitely not enough I'm facing eviction and I have been on waitlist for several years for social housing and all they could offer was phone numbers for legal aid and more waitlist. We need a homeless shelter more low income housing...keep rent control. I like many will be facing homelessness	
	Lower taxes	
	Redeveloping empty space	
	Rent assistance, subsidized housing, home ownership assistance, grants, shelters so people can get back on their feet.	
	Low income housing should be a priority. Many people with money have the means to buy properties and charge high rents, but more needs to be done to support those who are on or below the poverty line.	
	Stop unsustainable tax increases to appease the vocal few	
	It would have to directly affect the tenant, landlord, home builder, contractor. There is no way to win. I think it's pretty hopeless.	
	As I understand it, there is a multi-year waiting list for affordable housing. The city should invest in prefab winterized structures to quickly house those waiting for more permanent solutions.	
	The tax payers of this city can not afford anymore tax to support the city going alone on low rent/ geared to income housing, need higher levels of government to pitch in with at minimum of 2/3 funding before this will happen.	
	Use of buildings that are not being used .... Ie the stepping stones building.	
	Priority. Why invest in a art gallery or such when a large population is becoming the working poor scraping by cheque to cheque.	
	Lower Development fees, property taxes	
	A service the city needs is more available space for homeless people put public funding to work I. These aspects	
	The new builds should be more energy efficient- thus making thrm affordable for the tenants	
	Shelters	
	There has got to be something done about the rental costs here. There should be more geared to income units available for everyone.	
	Unfortunately there are many people living in the encampments that choose to live there. Affordable housing would not necessarily change their situation.	
	Promotion of development and keeping bids from contractors localized	
	We need more housing at all levels. We need affordable rental and owned housing so couples can begin their journey in an affordable spot and upsize or downsize as the need arises.	
	Renovating abandoned buildings	
	City should provide the land and resources to invest in small scale prefabricated homes to help resolve the homelessness crisis.	
	Lower taxes	
	CCVS and or Saint Lawrence should become housing once the new school is completed.	
	More jobs for people in the community, less for those from other cities, so our own community members can afford to rent or buy	
	Fix up what they have.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	There are no new apartment buildings in the city as they are old buildings chose to renovate but still lack modern amenities with laundry appliances located in the basement. People are choosing location out of town and then eventually leave.	
	Tax breaks	
	Perhaps the idea of taking some of the less than well maintained areas and sprucing them up. While it won’t make housing more available it will make the city overall more inviting which in turn brings people to live which in turn increases a tax base.	
	Improved SLA’s for the building department. Advocate with the province for more more streamlined processes and applications.	
	We need to have public transit hours and routes extended and available on Sundays. Also more subsidized housing for individuals, not just families.	
	The city should invest in more affordable housing options.	
	Help existing landlords and property owners with ensuring they are up to standards.	
	Larger wait lists	
	The eligibility	
	Buy land and build more houses/ apartments and make them geared to income.	
	There should be a push to increase the rent-value limit on applications such as COHB, as the rental price for one bedrooms and two bedrooms usually far exceeds the maximum amount that COHB allocates for.	
	Property tax breaks for a few years on new buildings as well as first time buyers	
	No.	
	Taking care of low income families instead of the homeless.	
	Rent subsidies for people, raise the cap on income since everything is more expensive and even people with good salaries cannot afford an apartment	
	Unsure	
	Immediately suspend non essential services such as quality of life and put the money towards homelessness. Stop chasing every new political trend and taking staff time away from this issue.	
	A bylaw making landlords not able to raise rent if the person is on low income	
	Decrease rent over all (especially when no upgrades have been made to the property to facilitate the increase over the years). Most citizens credit has gone down since covid due to increase in other areas of their lives so doing credit hits shouldn't be the soul reason not to get housing. If rent was more affordable the likely hood of bills being paid both for their housing, utilities, and city cost (water) would be met more frequently allowing for their credit to also increase bettering them to eventually buy homes of their own. Working class citizens in the age bracket of (25-45) can not afford their families on one income, let alone buy a home. So many are being cramped in 1 bedroom apartments or renting rooms w their children to try and save for their future.	
	Investments in transit and tax breaks for multi family dwellings	
	Des centres d'hébergement pour les sans abris pour leur donne un refuge	
	Tiny/portable homes for the homeless.	
	Un centre pour les sans abrie	
	Nope.	
	Lower the tax rate	
	Less regulations.	
	Absolutely not we should concentrate on lowering taxes or soon we'll all need social housing!	
	Rental control to help make getting into a rental more affordable and access to temporary housing for those in need. Clearly the low income in this town are struggling to make ends meet. If the cost of housing is so high that we now have a homeless population then something isn’t okay!	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	The city is already doing a lot however the cost of housing remains unattainable for many. These economic factors are outside the city's control	
	None that I know of. I'm not educated enough on this topic to know what services are already out there.	
	Let people build houses approve permits.	
	Support conversion projects when presented allowing buildings to be converted from commercial to residential in order to meet the growing needs of housing.	
	Stop selling to corporations.	
	Crisis bed programs that offer long term housing while people detox and rehabilitate Integration into society through sponsored programs	
	No	
	Canadian lumber and local builders	
	Subsidize rent	
	Rent control and/or limiting purchasing by absent entities/investors who hike prices unrealistic.	
	Like I said make row housing projects like Marguerite Dyouville which can be subsidized for the working poor.	
	Working with provincial and federal governments to look at a proper minimum wage that can cover cost of living. A form of supplementary funding to assist with rent cost for working people not just low income as many do not qualify yet struggle	
	Homeless shelter	
	Review zoning requirements	
	City can't/ won't do anything about people and companies that purchase properties cheap, just to rent them out so normal working people can't buy anything.	
	Water and sewer to areas of Cornwall. Improve Greenspan.	
	Should invest equally and not discriminate against Men, fathers and their children, the City offers no help for men struggling , stop the discrimination of men	
	Identify underused city parcels and sell/lease them at favourable terms to non-profits or builders who commit to building affordable housing.	
	More jobs	
	investing in getting more shelters ready and available with all the abandoned buildings we have in this city	
	De-incentivize or jack the property tax for out of town buyers.	
	Absolutely, the City has plenty of vacant land, use it and create incentives to build	
	Unsure but start building normal affordable homes not mini mansions	
	How about you stop spending money for a change. You have millions in debt because you go over budget consistently. Reinvest in your front-line employees - not managers who get raises for making huge budgeting mistakes.	
	We need to educate people and support them with basic information. Help them build savings and work with them and instead of handing out OW make it mandatory to have people learn skills that can be useful for employment etc.	
	A serviced lot readiness program to offset or facilitate the costs of extending municipal services to undeveloped parcels.	
	The city can only do so much to invest in housing needs.The burden cannot be put on the general tax base to come up with affordable housing.	
	maybe create and incentive type program to encourage sellers to prioritize families and people intending on living in the houses?	
	Housing programs such as low income housing has been a LIFE SAVER for people on odsp/ow. Making sure people have access to such information, programs and resources must be a high priority.	
	Not sure	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	not sure	
	No	
	More staff	
	Stricter policies on those collecting Disability and OW. Some type of regular check-in and programs available to help get them gainfully employed and off the system. This would help free up government housing and the incredibly long waitlists	
	Shelters where people can go I'm not talking about Parisian manner. I'm talking about like what Ottawa has. It's a shelter. They have food they have clothing. Yes, I know we have an agape but this way everything is in one building open up a shelter for the homeless people or better yet put down the rents so there wouldn't be any homeless people out there.	
	.	
	Your rent assistance program needs a reality check. It says my rent can't Be over like $1200 to apply. I have an 800 square foot apartment for myself, teenager and other child. My rent is $1550 plus by myself and that was the cheapest place I could find. I don't even make that in two weeks. Find me a place with that budget! The ones who need to apply are not the ones with that rent	
	It's build some appt building	
	Inventory of the current ppl living in housing - so many are scamming or don't need it	
	For us seniors who owns their home,Taxes such as property or water sewer are to high.Us senior citizen of Cornwall are some of us have hard time to budget between food, mortgage, utility bills, meds and so on. Lets be serious the city does	
	Support for building new properties any type of support would help	
	Repurposing vacant land and buildings. Ensuring proper transportation to such areas.	
	Rent cap. Rent should be no more than a certain amount per bedrooms. Landlords could get subsidies from the city to help accommodate for this change if the amount is lower than their current mortgage. Max amount of properties per one company or person could help too. There shouldn't be one person buying up all the property for rentals, it makes it hard for anyone to buy an actual house for their family. Help with higher rents for people making under $150k yearly would be great too. Current services only help families that aren't working or who are working minimum wage jobs, etc but there are many of us making more than 50k a year that still desperately need help. No more credit checks for rent too, it's unfair that past life hardships affect getting housing. We had a house fire and had to put ourselves in major debt to recover from it, now our credit is awful despite trying our best to pay everything and we always prioritize paying our rent on time.	
	Something to help with single mothers or even SOLO parent be able to afford	
	Faster processing of applications so investors will see some light at the end of the tunnel.	
	We have invested enough. At what point is enough availability of subsidized or affordable housing? We cannot sustain using public money to maximize housing.	
	A local municipal rent freeze as a provincial strategic experiment funded with federal grant initiatives for greener communities long term. New construction projects aren't exactly green in that they don't use what is there, and they certainly aren't carbon neutral. Also perhaps an empty room tax for real estate hoarders and slum lords that visibly funnels "market camping" dividends back to renters and relieves some pressures of affordable and accessible housing.	
	The city should build a shelter and long term location for homeless or housing insecure individuals to have somewhere to go	
	Get out of the way of the private sector and tell the other levels of government to do the same.Clean up your budgets and stop spending money	
	Low income housing, the waiting list is way too long	
	I believe the city (property owning taxpayers) are doing more than their share to address this problem, people need to be more accountable for their own needs and stop relying on social services as their life plan	

Q2	Are there services or supports the City should invest in that you feel would make housing more available? Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Spend money on actually fixing the city and its many problems instead of worthless vanity projects like the insanely expensive "art centre"
	Invest in senior health and expenses Building low rentals build near bus stops and accessible for disabled
	Cornwall Housing should be easier to contact when in need of housing. More funding and staff to assist in the process for individuals seeking housing.
	The five key points for a city to invest in to make housing more available are: Infrastructure Development: Expanding water, sewer, and transportation systems to support higher-density housing.
	Unknown
	The City of Cornwall should invest in financial incentives and strategic support services that directly reduce the risk and cost of building, particularly for affordable and "missing middle" housing. Targeted Fee Reductions/Waivers: The City should offer a 100% reduction or waiver of Development Charges (DCs), permit fees, and parkland dedication fees for projects that meet specific criteria for affluent housing. Land Acquisition and Lease: Actively using surplus or strategic public lands for housing development and offering these lands to developers or non-profits at a nominal cost or via long-term land leases. This removes the single largest upfront cost (land) from the housing equation.
	Développer les transports en communs,
	The city must explore alternative housing options. Infill houses, backyard suites, etc. Not allowing sea cans outright instead of putting in stipulations for the visual aesthetic is shortsighted. You’re allowing tents everywhere but structurally sound sea cans are not allowed? Dumb.
	More low income housing
	Take old abandoned buildings, bring them to code, USE THEM. If the cost to restore is truly greater than the cost to build new, then maybe STOP ADDING TO CORNWALL'S POPULATION!
	Reduce permit fees
	Grants for first time home buyers
	We shouldn't be in the social housing it's up to senior levels of government!
	No idea
	Larger housing being build for larger familys, currently westgate is only place in Cornwall with 5 bedrooms and those units are always taken. 4 and 5 bedrooms are needed, multi-generation families could also live there opening up more units.
	No
	Incentive programs for landlords for affordable rents. Develop more affordable housing (but this comes at a high cost). Public private partnership.
	Lower rentals that would be more in line with the paychecks or pensions.
	More low-income housing units. Shorter wait list.
	Stop the cuts at glenstordun lodge and support our ageing population!
	Time is money. Contract out inspectors and other jobs within permitting to help speed the process. Make a human available online for consultations.
	More housing units for low income family’s
	Child substity for children n over age of 6, people still need childcare before and after school
	More subsidies
	Yes sure, they should invest in cover all the services around the housings
	We need to attract more people with higher paying jobs to stimulate the economy. Money doesn't come from thin air.
	Rent subsidy that is available to more of the population. The range of income is way too low and doesn’t reflect appropriately for what living wages are today. Subsidy needs to be available to people with a higher income than what it is set at now.

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Make it happen	
	incentives to owners of commercial buildings that are vacant for them to renovate towards housing.	
	Better available places	
	Build more low income housing.	
	Boots on the ground talking with people who need housing to determine their needs and how they can be supported. Are there any tax credit cuts to incentivize landlords to reduce rent (maybe at the federal level)? Increased mental health services. In 2019 I called the mental health clinic on McConnell and was told I would not be seen for at one year - that was not helpful.	
	Reevaluate the rent subsidy program requirements	
	Rent rebates for low income should be easily accessible. Tear down all the shacks and rebuild, McConnell has probably 20 that could come down and be built for low income.	
	Build housing for seniors.	
	Unsure	
	I think they should have a homeless shelter and more low income housing.	
	Review your bylaws	
	Funding	
	Police and Fire	
	Not sure	
	Unknown to me	
	Unsure	
	The City should invest in faster building approvals and permits to help developers move projects forward quickly. More support for affordable housing programs is also needed to make units accessible for lower-income residents. Improving public transit would open up more areas for new development. Additionally, offering incentives to builders could encourage the creation of more low-cost rental housing.	
	maintaining existing infrastructure in existing neighbourhoods to support infill or redevelopment	
	Vacant buildings such as those already slated for demolishing could be replaced with new housing units. Use these condemned sites and new ones which would help to make the city look better and be safer.	
	Lobby to Eric and Nolan	
	Low cost housing	
	Not sure	
	Bring employers to the city.	
	Clearing out the homeless	
	control the external appearance in an area so that internal value of home is real	
	Green eco friendly affordable homes.	
	Not sure	
	Bring in more industry. Do not strangle the citizens with under paying jobs. Think Bigger.	
	Police and fire	
	Audit your permitting department. Release some city property for development. Especially waterfront for developers.	
	Forcing penalties for landlords and developers who let properties sit vacant for future market speculation to maximize profits.	
	No	
	Programs to entice those that are unemployed and reliant on social services to re-enter the workforce and be more successful when trying to help themselves.	
	Regulations for big landlords (i.e., owns a building), less regulations for small landlords (i.e., owns their own home and one other unit), more subsidies for low-income developers, programs to offset the price of housing.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	More units	
	Regulate income properties	
	Remove city council and their wasteful spemding	
	Just continue to look for available land or buildings to retrofit like the old General Hospital on second street.	
	Rent cap or more geared to income housing	
	The city should try to take advantage of any provincial / federal programs to kick start housing development.	
	I think the City invests plenty to services and supports and more should be done at a federal level to make housing more available	
	No	
	Not sure what services are available now.	
	Re evaluate those who've lived in 3 bedroom houses/apartments for more than 20 years with subsidized rent with no more children in the home. They can move into smaller apartments to accommodate families in need of said family sized apartments.	
	I don't know	
	Caps on how many rentals someone can own? Or specific rules for how much a place can be rented for.	
	No..let the markets decide..lower taxes..	
	Attract more large employers.	
	Already doing this and going/gone over budget.	
	More financial literacy services for new comers, or those first starting out. I feel it helps to know what you're getting into with home ownership if all the details are laid out for you.	
	no	
	The City should invest more in services and supports that make projects financially possible for both non profit and private developers. This includes increasing local rent supplement programs so that people with lower incomes can afford units that already exist, expanding incentives for builders who create smaller one person units which are the greatest need in Cornwall, and dedicating more public land for affordable and supportive housing projects. Strengthening partnerships with non profit agencies, expanding emergency and transitional housing options, and improving mental health and addiction supports would also help reduce pressure on the housing system and free up units for long term use.	
	we need to bring in more jobs, we need to have those on assistance do at least some work for their checks. So many empty buildings/homes in the east end of the city that should be torn down and apartments built to replace them	
	Housing should be provided by the private sector. There is no reason the city should be in the housing business.	
	I believe that you should invest in more low income housing and help it become more available to those in needs rather then having a 10 year wait list as we are in a housing crisis right now and cannot afford to wait	
	Less red tape with city staff	
	Cut needless services and get back to running the basics and put the money towards housing. For eg. eliminate the tourism office, what really do we have to offer? Cut excess staff. Why do we have a CAO and assistant CAO, the City has not grown?	
	Yes. Soup kitchens, homeless shelters	
	Job creation with wages that allow one to afford rent. Geared to income housing projects.	
	I don't think there is much to be done at a municipal level, but I won't pretend to have all the knowledge on this subject	
	More rent to income housing for the homeless community , rent subsidy and allowing developers to build tiny homes .	
	No	
	Fewer studies by outside consultants and a more streamlined permit process.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available? Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Expand transit through Long Sault, Glen Walter, St. Andrew's. Bill it in partnership with county. Increase footprint of transit to improve footprint of accessible to lower income housing.
	Social services an case managers. More support from the city employees, and less management at the top.
	Plus de resources pour aidez au gens a teouvez de l'emploi, plusieurs personnes recherches des emplois depuis des mois.
	Development of the waterfront to bring in Developer's into the city
	Try to take care of people living in tents.
	Expand water and sewer services outside the city to grow the area and build more houses as a regional Approach. The whole area will grow and different housing will be available.
	Staff, social workers, security, etc
	Grocery store in the Cornwall Mall
	We need a decent homeless shelter. It’s unbelievable how many tents are setup all over town.
	Rents and mortgages are getting so expensive that it's going to be impossible to afford rent, transportation, and food at the same time for a lot of people soon. The families living in tents are the most vulnerable among us and they're going to need the most help first. They need a safe, comfortable place to live.
	Tiny house solutions such as Brockville has done. They are portable and affordable.
	I'm not sure but we definitely need affordable housing, Cornwall rental costs are way too high.
	"Budgeting" classes could help people. Again needs vs wants. Not that it will solve problem but could help with cash flow, in term helping with housing. Of course no way to enforce it after class/course completed. Too many slum landlords in town. Seen some rentals on line.. unbelievable. However people will rent these places as no other options.
	CMHA-Hoarding
	Yes, hire more people that will cut all of the red tape and allow for same day approvals.
	Rent control would be great. The landlords are getting very greedy and renters are having a hard time being able to afford anything in their price range. 4 person household with two people working full time jobs and barely able to afford a home.. homes are over 300 000 for anything reasonable if wanting to buy. And having renters who have had rent paid on time, 2 incomes and can afford first and last and still can't afford to own a home as the banks don't think they can afford it 🥺
	Labour
	Cornwall needs to follow the example of neighboring communities and invest in real, compassionate solutions — like tiny home programs — to give our growing homeless population a safe place to live and the dignity they deserve. Everyone deserves a roof over their head and a sense of security, yet our city continues to overlook this urgent need.
	Mental health. Bring back 3rd south at the hospital
	City should be subsidizing housing for those who cannot afford to live at all. With very strict criteria. The rules to access need to be strict.
	Grants or tax incentives to encourage lower income housing.
	Shorter term and longer term emergency housing that is not a motel room for a few days, support services for people facing barriers that keep them from having stable housing (ie. mental health and addiction space in a longer term housing space), having a cap on how much a landlord can increase rent every month, having more geared to income housing
	Homeless shelter. Get people out of tents. Assistance in housing affordability. Dedicated apartments for students. More houses for families under 300k
	Move football field to Benson centre & develop proposed housing on municipally owned land
	I am unsure
	Work more closer with undeveloped land owners by suggesting possible uses of their land the city shoujd tell landowners what their look and could be used for rather than simply saying no this can’t be done

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Social services	
	Lower taxes and restrictions so builders can build. The city needs to stop spending money.	
	- reduce development fees	
	Mental health support for male victims, shelter for abused and battered Men, support for father's rights and their children, equal opportunities and treatment for male victims to cope with the bias and discrimination for being a victim	
	I think that the city should maybe look into a cooperative housing complex. If people have to participate in upkeep of their housing space, it teaches pride and may help people into not allowing their space to be trashed.	
	Having some sort of subsidy to help first time home buyers would be nice. In this economy its very challenging to come up with a decent down payment so any help in that regard would go a long way.	
	Cornwall has to ensure that any future high rise building have to be at 50 percent low income housing for example 9th and McConnell poorly planned and did nothing to help get many people off the street and the people that did get in should have been better checked and monitored	
	Transit 24/7	
	Rent caps	
	Not sure	
	STOP using our taxes on frivolous things!!	
	Yes more income geared housing	
	Turning vacant buildings into affordable homes but completing the proper upgrades first	
	Oui, avoir des inspecteurs qui viennent en soutien aux propriétaires. Avoir des logements avec des travailleurs sociaux pour les gens avec des problèmes sociaux.	
	keeping taxes as low as possible	
	Unfortunately nothing seems to lower cost of housing, there isn’t enough housing for the influx of people that the city has seen in the last few years.	
	No. Reduce red tape for developers to build housing, and transfer the responsibility for homelessness back to the province of Ontario.	
	Property in appropriate neighbourhoods to expand affordable Cornwall housing units	
	The Federal has money available. The city should get their share and do not more than it receive for this.	
	Lower property tax	
	Not services....infrastructure. Look at Vacant/Unused properties.	
	Face to face services that will help accessibility of services.	
	More resources to make the process quicker.	
	More income based housing option that are supported by the city	
	Some sort of rent control? This is a problem im not sure on.	
	There is plenty of housing in Cornwall, the issue is rents are so high that people can't afford to live with dignity. The only way things will change is if the landlords are forced to put rents back to what they were pre covid and take the greed out of the equation. Young adults are forced to move home with parents, they can't afford to purchase homes bc house prices have become out of reach.	
	Housing. First. Principles.	
	Put services in place, that would help the homeless or unemployed find work.	
	Oui	
	Look to programs from provincial,government to help with services. Make Cornwall a development friendly municipality.	
	Grants to local businesses building housing. As with everything else, the locals cannot compete with those who come here with full pockets & the intent of turning Cornwall into a mirror image of wherever they came from.	

Q2	Are there services or supports the City should invest in that you feel would make housing more available?	Y a-t-il des services ou soutiens dans lesquels la Ville devrait investir pour rendre le logement plus accessible?
	Streamline the approval processes. Offer digital submission for permits, zoning etc	
	N/a	
	Yes reduce fees on construction. And property taxes	
	Lower interest rates	
	Invest in Cornwall to attract tourist, that will bring income to help subsidize housing. Like Brockville's water front.	
	Not much the municipality can do about the last 10 years of Liberal policies...but cut the red tape, stop delays and get the permits out.	
	Get out of the way..allow the free market regulate itself	
	Better strategies and more social service persons to provide meaningful targeted supports. More subsidies to help our vulnerable population. More childcare programs and services. More social housing. Stop throwing more money at fire and police.	
	Some kind of shelter to at least allow the homeless somewhere to sleep in warmth overnight.	
	No	
	A actual homeless shelter, convert a old school etc into one. Services and supports for middle income earners who need support due to hardships.	
	I think we have a lot of help locally at the moment. I think the issue is bigger than any town can combat at the moment.	
	Maybe reviewing the individuals that are in the housing units as some are working and making more than they were approved for but claim max rent to avoid being audited.	

Q3	In Canada, housing is considered “affordable” if it costs less than 30% of a household’s before-tax income. It also includes all forms of housing: rental, ownership and co-operative ownership, as well as temporary and permanent housing. How important is it for the City of Cornwall to invest in affordable housing?	Au Canada, un logement est considéré comme « abordable » s’il coûte moins de 30 % du revenu brut d’un ménage. Cela inclut toutes les formes de logement : location, propriété, coopérative, ainsi que logement temporaire et permanent. À quel point est-il important que la Ville de Cornwall investisse dans le logement abordable?
	Important - 71	
	Somewhat important / Moyennement important - 80	
	Very important / Très important - 277	

Q4	How satisfied are you with the City’s efforts to foster community engagement and inclusivity?	Dans quelle mesure êtes-vous satisfait(e) des efforts de la Ville pour favoriser l’engagement communautaire et l’inclusivité?
	Very dissatisfied / Très insatisfait(e) - 77	
	Somewhat dissatisfied / Moyennement insatisfait(e) - 55	
	Neutral / Neutre - 146	
	Somewhat satisfied / Moyennement satisfait(e) - 104	
	Very satisfied / Très satisfait(e) - 46	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;Senior services;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Community events;Senior services;Housing for homeless;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Arts and culture;Recreation and sports;Youth programs;	
	Senior services;Recreation and sports;Community events;	
	Recreation and sports;	
	Youth programs;Recreation and sports;Community events;	
	Community events;Arts and culture;Youth programs;	
	Recreation and sports;	
	Senior services;Community events;	
	Senior services;Community events;	
	Recreation and sports;Senior services;Youth programs;	
	Recreation and sports;Senior services;Youth programs;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;Youth programs;	
	Youth programs;Recreation and sports;	
	Événements communautaires;Programmes pour les jeunes;Services pour les aînés;	
	Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;	
	Youth programs;	
	Recreation and sports;	
	Recreation and sports;	
	Recreation and sports;Senior services;Community events;	
	Loisirs et sports;Services pour les aînés;Programmes pour les jeunes;	
	Senior services;	
	Youth programs;Senior services;Recreation and sports;	
	Youth programs;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Recreation and sports;Youth programs;	
	Recreation and sports;Community events;Senior services;	
	Senior services;	
	Recreation and sports;	
	Youth programs;	
	Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;Community events;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Senior services;	
	Equity, Culture, Belonging, Truth and Reconciliation;Senior services;Arts and culture;	
	Recreation and sports;Youth programs;Reduction in drug use;	
	Recreation and sports;Senior services;Youth programs;	
	Arts and culture;Recreation and sports;Youth programs;	
	Youth programs;Living;	
	Community events;Youth programs;	
	Senior services;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Community events;Arts and culture;Youth programs;	
	Programmes pour les jeunes;Services pour les aînés;	
	Community events;Recreation and sports;Supporting local economy/businesses;	
	Recreation and sports;Youth programs;Community centres like Agape, Habitat, and local businesses;	
	Senior services;Youth programs;Community events;	
	Community events;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Community events;Youth programs;Senior services;	
	Parks & Walking trails;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Recreation and sports;Senior services;Youth programs;	
	Youth programs;Community events;	
	Recreation and sports;Senior services;	
	Senior services;	
	Recreation and sports;Youth programs;Community events;	
	Employment;Arts and culture;	
	Senior services;Youth programs;Arts and culture;	
	Community events;Recreation and sports;Youth programs;	
	Senior services;Community events;Arts and culture;	
	Community events;Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Recreation and sports;	
	Community events;Youth programs;Recreation and sports;	
	Community events;Recreation and sports;Youth programs;	
	Recreation and sports;Senior services;Youth programs;	
	Youth programs;Senior services;Community events;	
	Recreation and sports;Youth programs;	
	Recreation and sports;Senior services;Youth programs;	
	Community events;Recreation and sports;Youth programs;	
	Senior services;Youth programs;Recreation and sports;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;Senior services;	
	Senior services;Community events;Recreation and sports;	
	Community events;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Senior services;	
	Senior services;Youth programs;Poverty support;	
	Community events;Recreation and sports;Youth programs;	
	Recreation and sports;	
	Recreation and sports;Senior services;Youth programs;	
	Arts and culture;Community events;Recreation and sports;	
	Senior services;Youth programs;	
	Youth programs;	
	Senior services;Recreation and sports;Youth programs;	
	Community events;	
	Senior services;Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;	
	Recreation and sports;Senior services;	
	Arts and culture;	
	Recreation and sports;Youth programs;	
	Community events;Recreation and sports;Youth programs;	
	Recreation and sports;Youth programs;City needs to make more of an effort for the youth of this town ;	
	Arts and culture;Recreation and sports;	
	Community events;Senior services;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Senior services;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Recreation and sports;Senior services;Youth programs;	
	Recreation and sports;Youth programs;Senior services;	
	Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;Community events;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Recreation and sports;	
	Recreation and sports;	
	Senior services;Youth programs;Sewer, water, police services in coordination to the public ;	
	Equity, Culture, Belonging, Truth and Reconciliation;Senior services;Youth programs;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Senior services;Community events;	
	Recreation and sports;Youth programs;	
	Arts and culture;Community events;Youth programs;	
	Youth programs;	
	Balanced budgets;	
	Community events;Recreation and sports;Senior services;	
	Youth programs;Recreation and sports;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;Senior services;	
	Equity, Culture, Belonging, Truth and Reconciliation;Senior services;Youth programs;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;	
	Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;Youth programs;	
	none of the above;	
	Community events;	
	None of the above, get rid of the homeless camps please...;	
	Equity, Culture, Belonging, Truth and Reconciliation;Senior services;Youth programs;	
	Youth programs;Community events;	
	Recreation and sports;Community events;Responsible governance and less waste on administration side of service delivery;	
	Recreation and sports;Senior services;Community events;	
	Recreation and sports;	
	Arts and culture;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Recreation and sports;Senior services;	
	Community events;Recreation and sports;Youth programs;	
	Senior services;	
	Recreation and sports;Youth programs;	
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Youth programs;Senior services;	
	At the moment none of the above, we need to focus on the main issue which is the health, welfare and safety of our citizens.;	
	Arts and culture;Community events;	
	Arts and culture;Recreation and sports;Senior services;	
	Youth programs;Arts and culture;Recreation and sports;	
	Recreation and sports;Youth programs;	
	Senior services;Community events;Youth programs;	
	Senior services;Youth programs;Community events;	
	Recreation and sports;Youth programs;Community events;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Community events;Recreation and sports;Youth programs;	
	Youth programs;Community events;	
	Recreation and sports;Roads - Health Care;	
	Recreation and sports;Youth programs;Community events;	
	Community events;	
	Recreation and sports;Senior services;Youth programs;	
	Senior services;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Community events;Recreation and sports;Senior services;	
	Senior services;Youth programs;Police Service;	
	Senior services;	
	Community events;Senior services;	
	Community events;	
	Youth programs;Recreation and sports;Community events;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Recreation and sports;The art center on Pitt is yet another bad decision by our city. Location is absolutely terrible and will serve only small minority of our citizens. ;	
	Arts and culture;Community events;Recreation and sports;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Community events;	
	Community events;Recreation and sports;	
	Arts et culture;Loisirs et sports;Programmes pour les jeunes;	
	Youth programs;Senior services;Community events;	
	Recreation and sports;Senior services;public transit 7 days a week;	
	Community events;Youth programs;	
	Social services ;	
	Recreation and sports;	
	Senior services;Youth programs;Homelessness ;	
	The program of SAVING MONEY;	
	Recreation and sports;	
	Senior services;remembering who built this city;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Community events;Recreation and sports;Youth programs;	
	Community events;Recreation and sports;Youth programs;	
	Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;	
	Recreation and sports;Senior services;Youth programs;	
	Arts and culture;Recreation and sports;Equity, Culture, Belonging, Truth and Reconciliation;	
	Recreation and sports;Senior services;Youth programs;	
	Youth programs;Community events;Senior services;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;Arts and culture;	
	Senior services;Community events;	
	Arts and culture;Recreation and sports;Youth programs;	
	Recreation and sports;Community events;Senior services;	
	MENTAL HEALTH PROGRAMS;Senior services;Youth programs;	
	Senior services;Youth programs;	
	Arts and culture;Community events;	

Q5	What community programs or services are most important to you? Quels programmes ou services communautaires sont les plus importants pour vous?
	Senior services;Community events;Equity, Culture, Belonging, Truth and Reconciliation;
	Community events;Senior services;Youth programs;
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;
	Community events;Recreation and sports;Youth programs;
	Community events;Senior services;Recreation and sports;
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;
	Senior services;Youth programs;
	Recreation and sports;Youth programs;Community events;
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Community gardens;
	Senior services;Youth programs;
	Community events;
	Recreation and sports;Community events;Youth programs;
	Community events;Recreation and sports;Youth programs;
	Community events;Recreation and sports;Bigger events (even if paid) that brings people to Cornwall to spend their
	Youth programs;
	Community events;Recreation and sports;Youth programs;
	Senior services;Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;
	Youth programs;Recreation and sports;Community events;
	Youth programs;Senior services;Community events;
	Equity, Culture, Belonging, Truth and Reconciliation;quality parkspace, active transportation;
	Arts and culture;Community events;
	Community events;Services related to safety..police, fire, ambulance ;Arts and culture;
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;
	Youth programs;Senior services;Community events;
	Youth programs;Arts and culture;Community events;
	Community events;Recreation and sports;Senior services;
	Recreation and sports;Senior services;Youth programs;
	Recreation and sports;Youth programs;
	Senior services;Unhoused Shelters;
	Recreation and sports;Community events;Senior services;
	Recreation and sports;Community events;Arts and culture;
	Social and housing services to support our most vulnerable populations without access to resources ;Youth programs;Community events;
	Senior services;Recreation and sports;Community events;
	Community events;Senior services;Youth programs;
	Recreation and sports;Youth programs;Senior services;
	Youth programs;Senior services;
	Senior services;Youth programs;
	Community events;Recreation and sports;Senior services;
	Arts et culture;Loisirs et sports;Événements communautaires;
	Community events;
	Recreation and sports;Senior services;Youth programs;
	Recreation and sports;Community events;Public service education;
	Senior services;Youth programs;
	Youth programs;Recreation and sports;Equity, Culture, Belonging, Truth and Reconciliation;
	Événements communautaires;Programmes pour les jeunes;Équité, culture, appartenance, vérité et réconciliation;

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Senior services;Recreation and sports;	
	It is time to reduce services. At one time the arts and culture people had to contribute as much as half, this has changed. Without housing we have no need for the arts as people cannot participate when they have substandard housing. Put Equity etc on hold, it is important, but other needs are greater. What seniors programs? Money wasted here. Make the sports people pay more for the use of the white elephat aka BENSON CENTRE, reduce staff.;	
	Youth programs;Senior services;Recreation and sports;	
	Senior services;Community events;	
	Recreation and sports;Youth programs;Community events;	
	Recreation and sports;Youth programs;	
	Senior services;Recreation and sports;Community events;	
	Senior services;	
	Programmes pour les jeunes;Services pour les aînés;Équité, culture, appartenance, vérité et réconciliation;	
	Arts and culture;Youth programs;	
	Arts and culture;Community events;Recreation and sports;	
	Arts and culture;Recreation and sports;Youth programs;	
	Housing ;	
	Senior services;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;Diversity 2SLGBTQIS;	
	Arts and culture;Senior services;Equity, Culture, Belonging, Truth and Reconciliation;	
	Housing is #1;Senior services;Youth programs;	
	Recreation and sports;Youth programs;Community events;	
	Youth programs;Community events;	
	Senior services;Youth programs;Health care services;	
	Loisirs et sports;	
	Recreation and sports;Senior services;Human services ;	
	Community events;Senior services;	
	Youth programs;Senior services;Recreation and sports;	
	Community events;Recreation and sports;Senior services;	
	Youth programs;Senior services;Community events;	
	Senior services;Community events;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;	
	Senior services;	
	Community events;Senior services;	
	Community events;Recreation and sports;Arts and culture;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Community events;Youth programs;Senior services;	
	GlenStorDun Lodge and basic services for the City! ;	
	Senior services;Youth programs;	
	Community events;Recreation and sports;Youth programs;	
	Youth programs;Recreation and sports;Senior services;	
	Senior services;Youth programs;Recreation and sports;	
	Youth programs;Recreation and sports;Senior services;	
	Youth programs;Recreation and sports;	
	Youth programs;Recreation and sports;	
	Senior services;Recreation and sports;Youth programs;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Senior services;	
	Recreation and sports;Senior services;Youth programs;	
	Community events;Recreation and sports;	
	Youth programs;Recreation and sports;Senior services;	
	Senior services;Youth programs;	
	Community events;Senior services;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Recreation and sports;Youth programs;	
	Arts and culture;Recreation and sports;support local businesses and community members to grow a thriving community and attract people to live in and engage with the city. there is no sense of community so people don't care ;	
	Recreation and sports;Youth programs;	
	Recreation and sports;Youth programs;Community events;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Youth programs;Senior services;Community events;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;	
	Senior services;Youth programs;	
	Arts and culture;Recreation and sports;Youth programs;	
	Youth programs;Senior services;Equity, Culture, Belonging, Truth and Reconciliation;	
	Arts and culture;Community events;Youth programs;	
	Recreation and sports;Youth programs;	
	Roads and infrastructure police fire ;	
	Community events;	
	Senior services;Youth programs;Shelters and immediate access to mental health services.;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;Recreation and sports;	
	Community events;Recreation and sports;	
	Senior services;	
	Recreation and sports;Community events;Youth programs;	
	Community events;	
	Recreation and sports;Senior services;	
	Community events;Recreation and sports;Youth programs;	
	Equity, Culture, Belonging, Truth and Reconciliation;Senior services;Youth programs;	
	Recreation and sports;Community events;	
	Recreation and sports;Equity, Culture, Belonging, Truth and Reconciliation;Community events;	
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Senior services;Youth programs;	
	Senior services;	
	Recreation and sports;	
	Car community ;	
	Recreation and sports;Community events;Pet services, like dog parks;	
	Recreation and sports;Community events;	
	Youth programs;Disabled;	
	Senior services;Community events;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Recreation and sports;Youth programs;SPENDING MONEY EFFICIENTLY ON THINGS WE ACTUALLY NEED;	
	Community events;Youth programs;Senior services;	
	Community events;Recreation and sports;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Senior services;Recreation and sports;Youth programs;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;	
	Recreation and sports;	
	Recreation and sports;Senior services;Youth programs;	
	Youth programs;	
	Community events;Recreation and sports;Youth programs;	
	Recreation and sports;Youth programs;	
	Stop stealing peoples money and wasting it.Governments never spend money properly!;	
	Youth programs;Recreation and sports;Community events;	
	Community events;Youth programs;Recreation and sports;	
	Équité, culture, appartenance, vérité et réconciliation;Programmes pour les jeunes;Loisirs et sports;	
	Senior services;Youth programs;Community events;	
	Senior services;Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;	
	Youth programs;Mental health ;	
	Recreation and sports;	
	Community events;Youth programs;Arts and culture;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Senior services;Recreation and sports;	
	Community events;Recreation and sports;Youth programs;	
	Senior services;	
	Équité, culture, appartenance, vérité et réconciliation;Services pour les aînés;Programmes pour les jeunes;	
	Equity, Culture, Belonging, Truth and Reconciliation;Community events;Youth programs;	
	Recreation and sports;Senior services;Community events;	
	Arts and culture;Recreation and sports;Youth programs;	
	Community events;Recreation and sports;Senior services;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Senior services;	
	Youth programs;Senior services;	
	Recreation and sports;Community events;Arts and culture;	
	Recreation and sports;Youth programs;Arts and culture;	
	Youth programs;	
	Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;Youth programs;	
	Men need support, project truth anyone?;	
	Recreation and sports;	
	Youth programs;Senior services;Community events;	
	Youth programs;Senior services;Equity, Culture, Belonging, Truth and Reconciliation;	
	Recreation and sports;Senior services;Youth programs;	
	Recreation and sports;Community events;Senior services;	
	Senior services;Youth programs;Community events;	
	Community events;Senior services;Youth programs;	
	Arts and culture;Senior services;	
	Community events;Arts and culture;Recreation and sports;	
	Community events;Recreation and sports;Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;Youth programs;Climate adaptation and sustainability programs ;	
	Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;Youth programs;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Youth programs;Senior services;Better services with support for families and individuals with special needs and intellectual disabilities ;	
	Recreation and sports;Senior services;Youth programs;	
	Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;Youth programs;	
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Recreation and sports;	
	Youth programs;Recreation and sports;Community events;	
	Arts and culture;Recreation and sports;Community events;	
	Recreation and sports;Senior services;Youth programs;	
	Youth programs;Community events;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Arts and culture;Recreation and sports;Senior services;	
	Arts and culture;Festivals. Reduce city costs;	
	Services for the housing and food insecurity ;	
	Community events;Recreation and sports;Senior services;	
	Youth programs;Senior services;Recreation and sports;	
	Recreation and sports;Arts and culture;	
	Community events;Recreation and sports;Youth programs;	
	Arts and culture;Community events;Youth programs;	
	Community events;	
	Community events;Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;	
	Recreation and sports;Senior services;Youth programs;	
	Senior services;Equity, Culture, Belonging, Truth and Reconciliation;Youth programs;	
	Youth programs;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Youth programs;	
	Community events;Recreation and sports;Senior services;	
	Community events;Recreation and sports;	
	Youth programs;Senior services;Community events;	
	Recreation and sports;Youth programs;Community events;	
	none of the above they could all be reduced;	
	Youth programs;Senior services;Recreation and sports;	
	Recreation and sports;Youth programs;	
	Senior services;Community events;Youth programs;	
	Recreation and sports;Youth programs;Senior services;	
	Community events;Senior services;	
	Arts and culture;Community events;	
	Equity, Culture, Belonging, Truth and Reconciliation;Recreation and sports;Youth programs;	
	Recreation and sports;Senior services;Youth programs;	
	Homeless support programs ;	
	Arts and culture;Community events;Senior services;	
	Recreation and sports;Senior services;Youth programs;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;Senior services;	
	Arts and culture;Equity, Culture, Belonging, Truth and Reconciliation;	
	Community events;Senior services;Equity, Culture, Belonging, Truth and Reconciliation;	
	Senior services;Youth programs;	
	Services pour les aînés;	
	Recreation and sports;Youth programs;Community events;	

Q5	What community programs or services are most important to you?	Quels programmes ou services communautaires sont les plus importants pour vous?
	Arts and culture;Community events;Youth programs;	
	Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;Arts and culture;	
	Community events;Youth programs;Senior services;	
	Community events;Senior services;Youth programs;	
	Community events;Recreation and sports;Senior services;	
	Arts and culture;Recreation and sports;Youth programs;	
	Arts and culture;Community events;most events for young women (20-35);	
	Youth programs;Community events;Recreation and sports;	
	Senior services;	
	Arts and culture;Community events;	
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Youth programs;Equity, Culture, Belonging, Truth and Reconciliation;Senior services;	
	Senior services;Youth programs;	
	Senior services;Youth programs;	
	Youth programs;Community events;Recreation and sports;	
	Arts and culture;Community events;Equity, Culture, Belonging, Truth and Reconciliation;	
	Hoarding, we need supports in helping ;	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	I think the city has done a great job of late opening the doors to what our public services can do for us. I have been able to go to a couple of the "touch a truck" events and get to meet city staff and get educated in our infrastructure and services that the city provides. Having grown up in rural community it is nice to learn about what it actually takes to keep the city running, and also the children love these events where they get to meet our Firefighters, Police, Paramedics, Water and waste water member's as well as by-law and social services.	
	For the council to actually listen to the residents needs. And spend the budget wisely. Not on this arts building when our residents are struggling with housing and living in tents.	
	More cops	
	There's a huge division here and the hate that it fosters is insurmountable. You can paint all the rainbow crosswalks and orange squares around the city's fountain that you want but if you turn off the comments on Facebook and don't admonish the hate then you're actively allowing the hate to blossom too.	
	I am very connected to things I am interested in.	
	More family events and doctor's	
	Cut in useless expenses such as the art center to show you care about tax payers. It is difficult to be "connected" to the City and the community when you cut jobs, therefore cut services. Respect makes me feel connected	
	Seeing more inclusive events where families with children who have special needs feel comfortable and supported. More park areas available that support our children with special needs. Not all parks and play structures currently in Cornwall are inclusive.	
	If not all activities were during the day and perhaps a group for those moving to Cornwall.	
	Make events that are oriented to all to build connections between different population groups or equity groups. Our community is siloed depending on culture or race and only creates more division. Find ways to bring people together from different backgrounds.	

Q6	What would help you feel more connected to your community?	Qu'est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	I grew up here and I want to see all of our community thrive, not just those with money. Create community areas to grow good and educate people. Help	
	Un plus grand support pour la scène musicale. Avec la fermeture de la maison taverne, il manque une salle affordable et de qualité pour les groupes musicaux de tout style pour venir en tournée.	
	There seems to be a disconnect in the community, lack of news, many times you hear of an event after it happens.	
	Finding information, we don't all use facebook. Your site is not easy to navigate. Better communication	
	Feeling safe going downtown to the water front. For the last few years no longer comfortable taking my kids to civic complex or water front with the population of homeless as well as drugs dirty needles etc.	
	Encourage volunteerism by all age groups and assist with program operations.	
	Having outdoor activities so this way, the youth can be able to go out instead of on their phones and enjoy the activities that they have going on everywhere you go if you go to the Benson centre it costs you money a lot of people in the community don't have the money	
	More inclusivirt and programs that help the disabled. Not just those with visible disabilities but also those with mobility or mental disabilities. Better bicycle infrastructure. Not just bike lwnes but also more frequent places to lock bikes,l as well as more visible laws so that car drivers know the rights and laws pertaining to bicycle riders so we dont get honked at or nearly struck by vehicles when taking lanes for safety. Implementing bike boxes at multi lane roads to make it safer for cyclists to get into turning lanes etc.	
	Ability to address meetings at city hall but alas the mayor we have now will not allow	
	Better advertising of events	
	im connected enough	
	Bring lift off back.	
	Information communicated across all media	
	Affordable events/ activities for children, teens.	
	More things for seniors and youths	
	.	
	Plus de resources communautaires, aussi plus d'evenements qui engage la communauter (Lift-off étais un bon)	
	More nightlife and development in downtown and Le Village would help bring people together.	
	If the community as a collective was heard when it comes to decisions.	
	Proof that City Hall cares about the residents who have resided here longest and are struggling to afford to stay here.	
	More things for youths, music lessons free for those who can't afford it, sports help finance for kids, more bookings for the band shell. Balloon fest. Do something along the water front to make it more attractive.	
	Lower taxes	
	City staff that listen understand and don't lose paperwork that has been submitted.	
	Events for seniors to connect with young people would be amazing	
	The old boys club mentality still exists within city administration. Many former city employees who have retired are being overlooked when committees are seeking volunteers. These retirees have a wealth of knowledge that can be utilized in many sectors of the city's operations. There's still a need for more transparency and accountability on many issues.	
	The city needs to invest in and have more events that appeal to the masses. Not just the same old events. Investment brings attraction. Stop worrying about what people say on facebook and get up to speed with out peers. Once people see the benefit and forget about the cost at the time everyone will be more engaged.	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	More programming and activities for children/youth	
	I’m not sure.	
	Safe streets Ease of transportation	
	The City listening to us about things we were surveyed for and didn’t want like water meters.	
	For people in this city to take greater pride in this city.	
	Build communities within a community..walkable to services, services in the area. For example, there is no full service bank in the east end other than credit unions. …no grocery store downtown for the centre population to shop…put an ambulance at the new firehouse for faster service in the north end.. Right now, it’s a driving city because services are spread out	
	Monthly newsletter sent to personal email Daily social media post with focus on various departments priorities	
	Listen to us	
	If the community started bringing back the fun events they used to do	
	A festival would help. We are Cornwall Ontario.. what happened to Corn-fest. Time to revisit old customs.	
	I don't think it's the responsibility of community leaders to help anyone to feel connected. It's not a rainbow crossing or any other superficial façade. It's my choice... anyone's choice... to engage.	
	Utilization of the space the city has (waterfront, parks, trails) without the fear of being hurt or harassed by those who have taken over our beautiful spaces. Also, a dog park with water access.	
	Safety. To much crime, catch and release does not work. Hard to feel safe even in your own place you live.	
	More sports programs	
	Having better transit services to be able to attend events on the weekend, having affordable events happening in the city (ie. not having to pay hundreds of dollars to attend a fair), having a library that is open 7 days a week, more opportunities for citizens to sit on city boards and committees, having walkable communities	
	More open communication from the City.	
	Local celebrations and events	
	Not seeing tent cities popping up on our waterfront. We can't afford to house every this is a problem that senior levels of government has to address we as a municipality have to look after are tax paying residents first and foremost!	
	More positive news with focus on outcomes rather than just money.	
	I wish members of the community were more positive about the good things happening in cornwall.	
	I think there are a lot of people in this community who are eager to organize events or otherwise participate only to be met with negativity from city hall. I feel like there is a clique in this city and if you aren’t a part of it it is a lot harder to get support. I think the thing that would make me feel more connected to my community would be a culture change at city hall.	
	Feeling safe in it. Drugs, homelessness and crime is out of control. I don't feel safe in my community.	
	Have more events that aren't all about buying over priced food	
	Transparent budget spending.	
	Having more services for people with mental health and autisin	
	If the city actually took into account the feedback given in a survey like this.	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Council that actually listens to its community. Two examples, 1, the unequal division of recreational facilities to youth female sports is atrocious. With kids of both genders in Hockey, the amout of ice time the girls see is vastly inferior. I mean, the township still allocates ice to the amount of 320 girls registered, when there is around 540. Registration has gone up year after year and the township won't listen to the cries for more fairness in ice allocation. Appearances are everything and it looks like the township doesn't care to the point where its borderline discrimination. 2, once again I will bring up Facebook, very very little positive feedback from the community about this council. So.e much negative. I get that people will always speak louder and more often of the negative, but you should still have some mention of the good that the township does. Listen to your constituents more and make them feel heard.	
	Promoting and attracting more sports and a variety of sports. Great job with intramurals at the Benson.	
	Free art festivals and classes	
	I feel that there needs to be more transparency from City Hall to to people living in this community. Big spending ventures should be discussed with taxpayers ahead of projects going forward! Unnecessary spending has got to be curbed, and not by cutting city services (cutting city jobs)	
	More social programs to get people out of the house and connect them with people with similar interests.	
	More volunteer opportunities	
	More events	
	.	
	Possibly more engagement for youth and children services.	
	Neighborhood watches. Not a city problem but just less hate.	
	more transperency within the city council and city in general	
	Parks that don’t look like homeless encampments that are safe to use for all.	
	A Council that listens and acts on the needs of the communbity. A Council that does not try to turn Cornwall into a big City with a small City budget. I am a senior and I had no idea we had senior service. As for culture, cut the funding to the museum immediately, it is a prime waste of our taxpayers and should be funded by the Historical Society	
	More events that reflect cornwall	
	City councilors and Mayor actually speaking with citizens in person. And CAO	
	Very poor Police connection to the community. This is not "LA" !	
	More get togethering and events	
	Lost cost of food and childcare	
	Leaders who take into consideration that it is hard to value community efforts like arts, recreation etc while you’re barely surviving. It’s hard to participate in your community when you are working 60hr plus a week just to get by.	
	Affordable housing, lower coat to living. Cornwall has become way too expensive.	
	Something for the teenagers.	
	Seeing mental health support readily available. Not just for crisis. But for real intervention and transformation. As it stands, unless you’re suicidal the wait and process is lengthy and very discouraging for most. Lastly, a place for people to land when they’ve exhausted all incredible resources already made available to them. There should always be a place for someone to find hope. Build a building with crisis beds that offers support & intervention to a drug free future. Show them how to find their footing in life. It shouldn’t rely on the community to be the support these people need. Be the solution!	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	N/A	
	If when I called the city for help for housing, they took me seriously!.	
	More events geared to seniors	
	More messaging in local media	
	Have more frquent meetings between councillors and citizens to inform what they atr proposing and voting for	
	I would feel more connected if they did more events to help the homeless.	
	More festivals. And get rid of the homeless where the festivals are. Nothing more disgusting than having to walk around a garbage infested camp, smelling meth and pot. Get rid of these camps. Don’t care where they go, but get rid of them at lamoreaux park. There is a great big area across from the old domtar. Put them there instead of a community park. And stop saying legal rights and can’t do it. Make it happen, you are being asked by the public of Cornwall.	
	A clearer way on who to contact on how to get involved, who to contact for which types of things	
	Parks and Rec staff are so overwhelmed and don't have time to promote programs and events.	
	I feel connected but the demographics are really changing. Would be good to have some opportunities to learn more about the more diverse cultures. Maybe a mosque could host an open house?	
	More teen geared events.	
	More community events. Like how we used to have lift off.	
	Advertising community programs and projects	
	Updated current events on municipal news sources. Before they occur, not afterwards.	
	More events	
	If the waterfront would be created to invite activities for all, to be a clean and beautiful park, where one can feel safe, a different path for bikes and electric vehicles other that walking path, to put a fence to control the geese messed, landscape should be much improved. Bring activities to our park to invite people to want to come to Cornwall.	
	Form on internet to engage	
	More work opportunities and housing	
	More programs for seniors and services	
	The waterfront should be further utilized.	
	If there were less residents from the big cities we could enjoy having nice events, like bringing back the Winter Festival Cornwall used to host nearly 20 years ago. But we cannot do that because there are too many hooligans in this city now who break and steal everything, this is what over population does.	
	Having a variety of events that are affordable for everyone to attend. Events that highlight different interests. Like our food festival we had years ago.	
	Having better advertisement for events in Cornwall. Often we find out about events in Seaway News after they’ve happened.	
	Free knitting classes at a city building that is wheelchair accessible	
	Family focused community events in Lamoureux park or other areas.	
	Better communication about events, services.	
	Être plus au courant des efforts de la ville pour adresser le problème du nombre grandissant de sans-abris	
	More transparency of what our city employees do and what our money is being spent on.	
	Access to programs and resources, posted to social media.	
	Being more aware of the real issues and not being so political all the time.	
	There are a lot of programs, festivals, parades, and classes already. I'm not saying we don't need more, but I think we do a decent job.	
	already connected	

Q6	What would help you feel more connected to your community?	Qu'est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	I've lived in a couple of different places in Ontario, and there are a couple of things. One is community events, for example in Ingersoll they had Pizzafest and different events with vendors throughout the summer. Another is initiatives such as clubs or niche subjects, like photography or cars and coffee meets or music and art supported by the city. Finally, have volunteer opportunities available that appeal to the public. For example, I was an auxiliary constable with Waterloo Regional Police Service, but Cornwall Police has not recruited for auxiliary for a while, so I cannot volunteer in that capacity. I find volunteer opportunities regarding nature or the environment do well.	
	Fixing the play ground	
	Nothing	
	More support for local businesses (not just industry, farmers and men), attracting more young people and building a greater sense of community to attract people like Perth has done, Brockville, Prince Edward County, Barrie, etc. Cornwall has a lot of potential that is being wasted due to small thinking and closed mindedness. There needs to be more activites and opportunities for kids and younger people and things to do in the community. For example, why not make the farmer's market a community event? In other cities they are often in parks and there is food to eat, drinks, live music, kids can play, friends can get together - it's no just transactional. We have the bandstand that is almost never used. Why not encourage youth programs and local bands to play like art in the park. There is SO MUCH that can be done and other people are doing it why can't we? Develop the water front for God's sake.	
	More picnics	
	More communication	
	If council would make educated decisions.	
	Oui	
	This question is too woke for me. On the hierarchy of needs, connection with community is pretty low. Our people need jobs, affordable food, affordable housing, clean streets, safety. Once that's covered, we can talk about the flowery community events and fun activities.	
	You do it just fine.	
	While a Climate Change resilience plan is a nice thing to have (for $100,000 paid to a cookie cutter consultant), no operating funds can be found to clean out the storm water retention ponds the City owns and supposedly operates. The Leitch McLennan SW pond is full of sediment and is in part to blame for millions of dollars of stormwater related flooding in Sunrise Acres and EastRidge subdivisions. STOP HARDENING the catchment area to this pond!	
	More updates on a regular basis	
	I have contributed many useful suggestions to improve the city directly and through surveys. These have gone unanswered. These have been cost-effective and sensible and initiatives used successfully in other cities. It is disappointing to not receive any feedback from my correspondence.	
	Sharing more info and accepting more feedback	
	Safer waterfront areas, safer public parks and walking areas.	
	Seeing the benefits reaped through community projects….e.g. programs involving small businesses and citizens e.g. such as helping the homeless and struggling families with shelter and projects to and facilitate self support. The city should tap into the knowledge and experience that's out there.	
	Transparency and accountability	

Q6	What would help you feel more connected to your community?	Qu'est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	More festivals, more music shows, open Aultsville to more concerts at a fair price. We have no nightlife in the downtown core. When you walk downtown in the evening, the streets are dark and lifeless. When you walk down the main artery of the city on Pitt Street, it should feel warm and inviting. It most certainly does not. I will be running for council next term to ensure that we are more than just a midlife and senior town. If you want young professionals in this beautiful city, then we need to bring in more things for them to do at night. We no longer have gathering places, restaurants close at 9 pm and 10 on weekends. Transit needs to change. In order for anyone to be able to get to locations in and around town, the routes need to change, especially in Riverdale, where the residents have homes 12 blocks away from any form of city transit. We have 2 new subdivisions there, and there is no transit to those locations. Cornwall has a rich history, and we should be investing in this. Inverarden has been vacant for so many years. Why don't we invest time and money into this building and turn it into the historic SDG museum? The building is beautiful, well, it used to be. The story behind the house simply does not matter, but the building should be preserved and turned into something amazing. This city is my home, and has been for 46 years. I have lived in other cities, and yet I always come home. We have lost malls, stores, businesses and our young residents because there is nothing here for them. Cornwall was once a hub of excitement, with Lift-Off, to which I was a part since its inception, and there was a World Fest, where we would have dancers from other countries show their cultural dances and clothing. We are so preoccupied with growing the city that we aren't making an effort to keep us here and give us a safe place to live at reasonable rates. We aren't a big city, and shouldn't have to pay Big City rental fees.	
	Retrouver la fierté de notre belle ville pour capitaliser sur nos meilleurs atouts et rendre celle-ci plus attrayante à différents groupes d'âge, retenir la population d'âge productif 30-50 ans. Investir dans le développement du bord de l'eau, rendre cet espace propre, invitant et surtout sécuritaire! Transformer cet espace en notre plus bel attrait soit 1) économique avec des commerces, vie culturelle et restaurants, 2) résidentiel en s'assurant de voir la construction des condos complétés, 3) enlever les sans abris en priorisant les plans axés sur le logement accessible. Garder le focus sur un secteur, un projet à la fois. Écouter la population quand vous faites un sondage.	
	More cultural activities and such	
	The city has no responsibility for making me feel connected to the community. I can volunteer and join many organizations even faith based stuff that will allow me to "feel" connected. The city needs to develop a culture of accountability with a clearly communicated 24 month, 12 month and 3 months goals.	
	If the City of Cornwall used the Calendar of Events feature on their website, instead of only posting on Social Media. Not everyone is on Social Media, and the Calendar of Events (although empty) is already on the City's website. As a	
	Seeing initiatives to help the community out of poverty	
	vibrant community spaces that are free, welcoming, accessible, modern, thoughtful...	
	More mental health awareness	
	Na	
	Events that don't cost a fortune	
	I would feel safer and more connected in the community if the substance misuse and encampments could be under control.	
	More events and things to do locally	
	Communication boards displayed in high traffic areas that shows events coming, not all have Facebook	
	Less focus on "equity, culture, belonging, truth and reconciliation	
	Connection to community is not a problem for me	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Stop promoting sexual orientations and religious/cultural beliefs. We don’t need city workers wasting time and supplies painting the sidewalk into a rainbow to support who someone wants to be romantically involved with. Keep kids off the streets and invest in activities for them and making sports affordable. Invest in keeping people healthy like the pickleball courts people are going bananas for. We don’t need rainbow stickers on the fire trucks.	
	Nothing. I get involved	
	More events happening around Cornwall either in the mall or around the Bandshell/park area. Stuff where people can come together and make good memories and interact with others. A good example of this is the night market that happens outside the mall sometimes, or concerts at the Bandshell.	
	A more easily managed City website advertising activities and events in the community. Information about services that are available in the City.	
	Being more informed about community events often by the time I see announcements on Facebook it is after the events are done.	
	I need to learn how to use social media that informs me of both the City's events and the community events.	
	Community multi cultural event.	
	More knowledge about community events	
	If when surveys go out. The mayor and counselor a listen to the community members	
	Clean up the parks, get rid of the tent city	
	I’m not sure.	
	Start by cleaning this place up it’s turning into a dump	
	Not sure	
	Utilizing the Civic Complex for more events. We've had the WWE, Lord of the Dance, Riverdance, etc, but since Covid...practically nothing.	
	N/a	
	More community events year round	
	Access to areas of the city that are not over run by the homeless and mental health issues. Parks and waterfront are no longer well kept attractions to the city. Residents are fearful. Areas of the city are dirty and run down.	
	Encourage the private sector to invest in our waterfront in the form of restaurants and shopping.	
	No comment	
	More events	
	A calendar of community events would be great! This summer it was difficult to support events at L'amoureux park when we didn't know about them until the last minute.	
	online live city council meetings, i do not have cable.	
	Cornwall is my hometown, I'm now a senior and I feel quite connected to the city. Cline House Gallery has offered me an opportunity to gather with other artists and with other seniors. It has been vital to my sense of belonging.	
	More transparency from city administration,	
	A new council	
	Better communication from city hall	
	Feel we have no voice. Every survey in which majority of residents disagree with proposal, the City goes forward... example art centre. How many millions has priced increased, have fundraisers increased their amount to be raised based on new cost? It will be nice. Hopefully people will be able to afford to attend once open	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Very excited for the outdoor rink. I hope that will move forward. Would love it to be covered and have a surface that is cooled so the ice is always nice. Lighting and stands would also be great. In the Summer, kids can play lacrosse there and in the Winter, people can skate. It could free up more ice for all the hockey programs in town.	
	More listening to public. Many at breaking point	
	Continue to do the community events at the park that are well attended and successful.	
	Je me sens déjà très connecté à ma communauté	
	More doctors Family friendly activities	
	Making more youth programs for teens. It's difficult to bring my younger children to park later in the evening when there are older kids who are there swearing and being bad influences. However, if they had a better outlet or designated space it would be nicer so they have something that could occupy them.	
	Knowledge about different programs.. maybe a magazine	
	More inclusion for those with disabilities	
	Transparency from City; access to free community programming for all children	
	The City/Police getting control over the thefts and break-ins. It has gotten way out of hand. We are unable to leave anything unattended on our own properties anymore.	
	Knowing that there is something being done about homelessness and mental health instead of leaving it silent.	
	It seems that many programs services are geared to minority groups. Keep in mind that a larger portion of tax revenue doesn’t come from them. What is the city doing for long time citizens	
	Nothing in particular.	
	Leaders that listened instead of being philanthropists with our tax dollars	
	Live updates on bus schedules, road closures, park facility status (e.g., ice rink openings), and immediate service disruptions. Comprehensive, centralized access to all community, cultural, and municipal events occurring in Cornwall, including those hosted by local groups, not just the City. Access to summarized, reliable local news, official City announcements, and aggregated community discussions (like local forums or social media feeds) to understand prevailing sentiment and immediate concerns.	
	More local events and volunteering	
	City council listening to tax payers. We are asked to voice our opinions and it falls on deaf ears. We need housing not an arts center. We do not need a roundabout to replace the traffic circle. Pave the roads, fill the pot holes stop wasting money on bike lanes. Plow when it snows. Mow the boulevards. Clean up that park and kick the bums out that are destroying it and ruining it for family's.	
	Transparency on why the city spends money where it does.	
	Better policing. I don’t feel safe living here with all the break ins and the racism. The police harass those that defend themselves and the crown prosecutes the victims!! Your schools are atrocious. Over filled and no community supports make them unsafe and unwelcoming. Your city transit is a joke. The housing is disgusting. You could be a great tourist spot like Brockville or Prescott with this beautiful water front but instead it’s a crack town. No activities. No infrastructure. Nothing for the teens to do except get in trouble. Community agencies pick up all the slack the city leaves behind. The garbage policies have made this place a disgusting mess. I had neighbours move out and leave trash in black bags that sat for two months and were torn apart by wildlife and created a wasp issue. City bylaw did not respond to repeated requests to intervene. Disgraceful.	

Q6	What would help you feel more connected to your community?	Qu'est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	A strong council	
	I use to feel very connected to the community by always being involved with programs and events at the band shell/civic complex, I have not been down there in two years now because of tent city, not only are they filthy, no laws touch them, but it's too dangerous for us seniors to be walking around. I do miss being able to enjoy the water front.	
	Give the people stuff to do instead of wasting money on a stupid arts centre. We don't need a new police department. We definitely need more indoor places for kids stop wasting money on useless shit	
	More senior activity	
	More affordable housing	
	Concerns expressed with regards to Tent people living free on City property are allowed to do as they please , this creates not only an eyesore but is also dangerous to the public including women and children using City parks, emails from concerned citizens to the Mayor and Councillors go unanswered Other Cities in Ontario has recently cleaned up this problem	
	More festivals and events, as of now Ribfest and Canada Day are the only two events that seem to garner a crowd.	
	A city council that respects the feedback from their citizens. Removal and banning of homeless on prime city property so the community and visitors feel safe. Enforcing maintenance of abandoned buildings/lots (examples of previous land 2nd/pitt, Montreal rd/belmont) so that the city looks cleaner more inviting	
	For this city to realize how friendly and beautiful it is ... We have an amazing water front that isn't being used as much as it could be ... we have our on Canal that could be used as a skating rink during the winter .... City Counsel needs to Open their eye and realize what will bring people into Cornwall other than just that Art Center	
	More involved in decisions. For example: If you rent a boat slip at Cornwall Marina 200, you should include some of the boaters part of decisions.	
	Jobs	
	Just helping when needed	
	Inclusive programming for youth should be more funded and supported by the community. It Will help bring families together	
	For the first time in our lives we are scared to be walking the streets in our city. We have been retired for almost 3 years and would love to use the waterfront trails to walk and are now scared to use due to the homeless. We have read all the stories. Something needs to be done. everyone deserves to feel safe in their community and we need more affordable housing. no one should be homeless.	
	A city that communicates authentically with its residents. There is little engagement with the community other than surveys and social media posts. Try harder.	
	.	
	Pay less taxes so I can get money to spend elsewhere, like recreation activities.	
	Feeling safe in our community would help. We all know that the crime map for the City is not painting a true picture, and drugs have taken over. More police and urge the Federal Govt to change their stance of soft on crime/bail for everyone.	
	A council that listens to residents	
	To have more surveys like this and let us all know what the outcome will be. I believe that you will not do anything with this survey.	
	Transparency. This current council is very disappointing.	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	We have a professional hockey arena with no team, the city still feels to the Royals. Imagine a “real” team to come back. We have a mall with no stores right on our water front. We have a downtown with no hotels for tourists stay, this limits unique visitors to the restaurants and business and hinders growth. Free skating at the Benson Center, the counties around us offer it and many from Cornwall utilize it and feel insulted that our taxes fund the Benson Center, but we have to pay more to use it, the growing sentiment is that it wasn’t built for our community.	
	More support for local businesses.	
	Safer environment for children and more police presence.	
	Stronger leadership from Council	
	Not sure	
	If the city could somehow work with Cogeco to have some Howe community channel available for everyone to view. Some good information on the community that is not available to the whole city.	
	more availabllity to stay in my own home because I can easily obtain help in things such as repairs and gadening.	
	affordability	
	More events that are affordable that bring all of the community together. We need to make this year round as there are many how need social interaction.	
	More community events.	
	Events or having a Major Jr A hockey team	
	More cultural events with in the community	
	More community events and gatherings where people can meet and interact would help me feel more connected. Having accessible spaces like parks, community centres, or cultural activities would also encourage more involvement. Opportunities for volunteering or participating in local groups would make it easier to build relationships. Clear communication from the City about events and programs would help residents stay engaged.	
	I seem to never know what is happening in cornwall and i dont know what im doing wrong!	
	Less on DEI	
	Unsure	
	More inclusive activities and access, more support for supporting akwesasne	
	I’m as engaged as I wish to be - nothing I put	
	For the city to recognize all holidays not just Christmas and Easter. It’s been years since they posted Happy Hanukkah or Happy Passover. We are a multi cultural town the city should show that!	
	En tant que nouvelle venue ce serait une connexion et soutien immédiat, l'opportunité de faire du bénévolat, exploration et participation à la vie locale.	
	I'm not sure	
	Having more things to do year round besides the string of events for a month then nothing for another month. They need to be more spread out throughout the year or we need more events that will keep youth, adults and seniors all engaged. July and August are great examples, you have ribfest, Canada Day, arts in the park, pride parade, poutine fest etc.. It would be amazing if more events like that could happen year round. They don’t all have to be outside, they can be at the civic complex, benson centre, aquatic centre. Just more activities to be engaged in other things besides being on electronic devices.	
	Continued community activities and festivals that bring people together.	
	Perhaps the City could mail out to homeowners, a monthly newsletter or magazine to keep us up to date. Not everyone goes online to read news.	
	More inclusivity	
	Community involvement in lower housing costs.	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Literally anything. Anything I do i travel to Kingston, Ottawa or Montreal to do because this city attracts nobody. Festivals like richest, Canada day very sub par for population of region	
	Less multiculturalism	
	A city hall/council update via newsletter	
	Clean up the homeless camps or relocate away from the main water front of the city?	
	Having less of a differential between “classes”. You are either absolutely fine with no worries, or you are poor/working poor wondering if you will be able to pay for food after paying other needed necessities.	
	I would recommend bringing back events similar to those we’ve had in the past, similar to Lift off. I’d also like to see the section of Pitt Street leading toward the waterfront closed to traffic during the summer and transformed into a community gathering space. This would allow restaurants to expand their patio areas with more tables and seating, and create opportunities for events and activities throughout that part of Pitt Street.	
	Lowering property taxes, considering the amount I pay and get nothing in return.	
	To feel more connected to my community, we need to rebuild a sense of safety and belonging in Cornwall. I used to bring my children to every event at the park and have so many fond memories of those days. But now, my family and I find ourselves traveling to events in surrounding communities because we simply don’t feel safe attending them here anymore. That loss of comfort and trust has made our city feel less like home.	
	Nothing. The city has so much to offer. Just have to want it.	
	More community events that are inclusive to all financial backgrounds	
	Have more events available at low or free of charge ... ribfest is great but too expensive for most people ... shouldn't have to sacrifice something to be able to go to events like this	
	Have more advertising on events.	
	More free festivals ….better use of Lamoureux park	
	To provide more options to the people, more activities for free, more flexible time, speciqlly on sundays there is nothing todo in the city	
	Invest in affordable housing It would help with all the crimes happening Invest in a drug rehab !!! Just this morning I seen a homeless man inside TD bank sleeping ! Cornwall crime has risen ! Cornwall isn’t safe anymore!	
	If the council would ask the citizen what they think	
	Not sure	
	Helping the homeless so that we can enjoy our city rather then being scared to go see the wonderful places we have to offer	
	I’d feel more connected to my community if City Hall would get rid of the vagrancy problem!	
	Reduce petty crime so that we can feel safe outside our homes	
	I would feel more connected if we would have support programs for future food shelters all around town. Open up a Men' Shelter with kids also. They matter and need a safe space. Building small little pantries around the city. This would include food, soap, clothing etc.(This could be a community effort) If you can try an donate an item.	
	If the city didn’t sub contract everything to other provinces. As an electrician, I am not aloud to work in Quebec. Yet the city constantly hires sub contractors from outside the province. Contractors charge more here because the outrageous fees and taxes, it’s an absolute slap in the face to anyone that works in the construction industry which accounts for a good percentage of cornwall residents. This might be the most embarrassing group of council members the city has ever had in the history of the city	
	More safe places for kids to go and stay out of trouble.	
	Better festivals like the old balloon fest as an example.	
	Waterfront development with restaurants and entertainment	
	One that embraces the people who have built the community for many years.	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Having administration and council listening to the people	
	Better communication about community initiatives and events	
	N/A	
	If we had a homeless shelter then people can volunteer or help them get on the right path	
	An improvement of sheltering, feeding and assisting homeless.	
	More staffing for Cornwall Fire Services	
	Avoir plus activite pour les aine gratuit	
	More events in the summer and winter	
	City city Council that follows what the people want	
	More inclusivity in our community, we have a lot of indigenous people, people of colour, people with disabilities and people that are a part of the 2SLGBTQIS community. Having more events geared towards these people would be great. Maybe having murals on buildings to show them that they are apart of our town. More events to bring in tourism from smaller and bigger communities. I enjoy culture fest and pride and seeing the community come together is absolutely beautiful. I love seeing beautiful colors in our parks with the beautiful mural near the clock tower. I wish their was more of it!	
	City needs to foster more cultural engagement with the different groups that have moved here the cultural fairs that some of the new groups have done is wonderful but I believe we need more basic community get togethers where all groups get to meet and see each other's differse ways of life,only working together can we foster true understanding	
	More for youth to do. Keeping them busy and allowing them less option for crime.	
	Help our seniors. Invest in staffing at our LTC homes. Ensure our seniors get great care!	
	A more secure walking area. We are afraid to go out to the waterfront parks for daily walks.	
	Council and administration needs to actually listen to people. We aren't over-exaggerating when we point out problems. Just look at the average salary in this city and the fact that it's 27% less than the rest of Ontario should raise alarms, yet the head of Economic Development gets to continue to ignore these issues with no accountability.	
	A couple years ago we were asked to complete a short survey about the waterfront where the warehouse was. Nothing was ever done after said survey. Also, we need more youth spaces. Not everyone can afford to put their kids in sports. Our youth are showing increasing signs of destruction. For the ones caught being destructive to anyones property or public property should be sentenced to community service and have to clean it up. Make more clubs for them. Music clubs, art clubs, create a rec Center.	
	More events geared to low-income people, rather than the big ticket events that often happen.	
	Focus on core programs not fluff like DIE or Climate	
	More local events, better information outlets	
	Maybe a cornwall day event, celebrating how far its come, those lost and and those who have been successful living here.	
	More Community information in printed media to keep seniors informed.Not everybody is on social media. Many local events happen and then we read about it after the event in the local newspaper.	
	If our city council would actually take these surveys seriously and listen to what the people are saying rather than wasting money on a round about, or a new police station maybe putting money into helping its people.	
	More places for our youth to be kids.	
	Digital communities with local focus	
	We need more activities at the civic complex area. We used to have a winterlude and maybe we could have a roller skating on the bike path with music on Saturday nights. More bands at the stage like 50/60 or disco music or old rock 80 music.	
	Not sure	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	If you could actually afford to go on outings and enjoy small businesses!	
	I feel the community needs something for youth to do.	
	More events down by the water is always nice. Poutinefest, ribfest etc. I think the city should focus more on events that appeal to a broader audience so that people don't feel alienated or turned off. Personally I have no interest in the LGBTQ and "celebration of culture" events. When its something simple like live music or food my friends and family always end up going.	
	More activities for parents with babies	
	Less government telling me what community is	
	Leadership from the Mayor and Council. Leadership from staff. I have offered to help for free many times to receive a deaf ear. Council must focus instead of jumping on every new trend. The Mayor must lead instead of going around acting like a wounded soul.	
	Less emphasis on bilingualism in the job market.	
	That the government live within it’s means and balance the budget and get rid of the W.H.O. 2030 directives and S.M.A.R.T. City directives!	
	Have events and promote them. Community events. Make a big rink at lamoreux park outside and have a winter festival but promote it better. Most of the time events happen in Cornwall and I had no idea they were coming. Flyers in mailboxes Facebook etc. emails. Have movie in the complex in winter. Popcorn. I don’t think it’s expensive to do these things and it brings people together. Use the waterfront for vendors annd markets and food. Would bring people there and keep unsavoury people away. Make a fishing area for people to use. A pier someplace. We have all those beautiful waterfront and all that’s on it is a bike path.	
	To help the community become more aware of the devastation of homelessness and poverty, it's happening to our seniors to our working class Families and those suffering the worst that are considered below the poverty level, we need a break in the taxing economy the cost of everything is not affordable for the basic necessity of life food and shelter.	
	Nothing	
	I’m ok.	
	If people were open and honest and all people/events treated equally	
	More community events provide people with more of an opportunity to meet and build connections.	
	knowing whats going on using a communication method that all people use.	
	I own a small business and run a non profit. I've never felt more connected.	
	Have the proposed dog park on Hospital Campus grounds. Free third party training towards service animal qualifications and you hit two birds with one stone. The patients get more natural Namaste vibes, some visitors can be cross trained at smell diagnosis, the real estate else park square footage that would have otherwise been used up remains available, the patients get more laughter, which we intuit is a pillar of health, and the city gets a photo op and write up with some Nordic countries who do similar or better with their use of overlap and creativity in accomplishing multiple goals with minimal moving pieces.	
	I already feel connected to community. But my concern is the affordability of my community and safety having small children i don't feel safe when evening comes to be out and about for late night games, festivals, etc. As a woman I feel quite vulnerable.	
	We don’t need an arts centre, we don’t need a new fire station, police station, roundabout on brookdale. People can’t afford to pay to live. There’s so much crime because people have no option AND the catch and release that’s being done.	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Just some ideas here. I and many others would feel better, safer, and indeed more supported by and connected to our community if there was school zone speed limits on McConnell Ave, on account of the three adjacent schools side by each. A musical instrument rental program at the local library similar to those that they have in the greater Toronto area and elsewhere, and beyond this, perhaps an eventual goal of having a makerspace at the CPL. A local municipal tool library for artisans and contractors would also bridge the gap and ease entry into and across the workforce.	
	Notifications of programs or events in communities, in person or by mail, and have the communities input before having events. Don't leave the event planning to a couple people in office that think it would be a good idea without asking people in the surrounding neighborhoods if they would welcome it.	
	Creating more areas and events that are actually inclusive vs this for seniors, that for youth, the other thing for lgbtq2s+ etc.	
	More pride in city projects	
	Doing something anything for the unhoused.	
	Members of the city council acting in the intrests of people in the city. The average citizen of this city should not be limited in how much garbage we throw out when cities much bigger than us have no such restrictions. Our roads are in bad shape in lots of areas and instead of adressing this we waste money making traffic circles. Things like the benson centre are great but they are also rare.	
	Start listening to the people... stop funding DEI.	
	Lower taxes, so the people living here stops subsidizing the ones that can't afford Cornwall	
	I don’t really like speaking in public	
	Having more security and police presence so i could feel safer to enjoy the city more	
	Keeping streets safe from crime and a nice place to live.	
	Even more organized sports, leisure and recreation leagues	
	Council and Administration that listens to the Public instead of pretending such as with file 13 surveys like this.	
	When we do these surveys if the city would listen	
	feel reasonably connected now,, continue programming in Rec	
	There is a definite need for community centre where people can gather, especially with rooms for not for profit groups. Outdoor gathering space associated with the City Hall and where the City Hall itself provides space for community gathering. The addition of a place that would provide food and drink both inside and outside that would bring people together. Focus on intensifying development in the existing city footprint, rather than allowing sprawl will help to get people to feel more connected. Focus on providing beautiful and welcoming spaces. Enforce property standards so that the city looks very well cared for. Intensified tree planting for a more welcoming experience.	
	More local business vendor events	
	If the city spent money more wisely. If the city was cleaned up.	
	If the city was transparent and honest and held accountable.	
	Not anything the city can do, it's more about the need for open mindedness in the population.	
	Jobs	
	The city actually listening to the residents	
	Creating a culture where people feel like they belong to something bigger. Cornwall is a city of people who think about themselves.	
	I’m connected	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	To be heard, to ge taken seriously. I fell outside the office paying my water bill.... no one cared when I reported in person and through phone call.	
	Opportunities to interact with others.	
	Make it easier for small businesses to operate in town, apprehend slum lords that don't maintain their buildings and only collect rent for personal wealth, more community events for people to connect, better protect marginalized people (LGBTQ, disabled, seniors, etc).	
	1. Contact information for friends to find senior citizens that move into retirement homes, the community needs to know how to find them. There needs to be a seniors phone list with names and contact numbers for seniors that have moved out of a home. 2. events in cornwall need to made publicized rather than most of us finding out after the fact. More media coverage, besides the standard free holder. Either by radio, flyers, posters, social media, snail mail, a webpage Facebook. How can people volunteer to help, donate, we need a central reliable information center. 3 suggestion boxes, at the Benson center. At the complex. In front of City Hall. At the police station. At the fire hall. Why aren’t church halls and school gymnasiums being used during the week for nonprofit meetings? 4. on Halloween why can’t neighbourhoods have a central handout for the children a few tables for residence to donate to at a a corner in a neighbourhood. Seniors and single people prefer not to give out candy, but would love to donate. 5 from May to June designate a weekend and a rain weekend for swap and take. Homeowners put at the end of their driveway. Anything they want to give away to swap or take? Save the landfill sites. 6. Dementia, friendly communities. Many families are taking in elders and they need help create dementia, friendly communities and a slow lane check out in all stores.	
	We need more things to do for families, that are affordable.	
	More stuff for responsible dog owners.	
	City officials, both elected and employed that listen. I have attended public meetings and City staff talk down to the attendees.	
	?	
	Honestly not sure	
	Unsure. I get involved in community events. The more community events the more the community connects	
	I know sports and recreation are big money, but they are not super inclusive. People who grew up low income most likely didn't get to play on a hockey team, they might not even own a pair of skates or know how to skate as an adult. In my experience, this town is very focused on hockey. If you want to skate recreationally at the Bensen, you'll have a difficult time unless you're a hockey player. This is just one example, but the point is that sports are pricey. Organized sports with equipment needs are more expensive. If we want a community connected through sport, it needs to have a lower barrier to entry. As someone who didn't grow up watching or playing sports, I rarely spend time at the Bensen centre. It feels like the gathering place for Cornwall's privileged. On the other hand, the walking track at the Civic is very inclusive...free, no sign ups, all you need to do is walk or roll.	
	I'm not sure.	
	Being able to live in a safe community	
	Community programs that foster togetherness and collaboration in solving problems or issues of a shared purpose.	
	More events	

Q6	What would help you feel more connected to your community?	Qu'est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	An audit of the decisions made by the current administration as there is serious concerns about what is happening. Basic services are not being provided like adequate funding to the Lodge and other basic services. STOP painting sidewalks and crosswalks. Stop the waste. Stop donating to other agencies in grants or donations. Manage the taxpayers money better. MOST OF all answer phone calls and emails	
	More open engagement from the city. The mayor wont be elected the next election	
	Social events that include all to join together, picnics etc.	
	Nothing	
	More spaces targeted at youth & children, there are not many activities or places for children to go, or for families to go without being priced out, especially for those with multiple children.	
	No tent camps in our beautiful parks that we can't use	
	Free events	
	Not everything needs a label.	
	A list of available classes (cooking, sports, book clubs) and a regularly updated list of volunteer opportunities	
	Building more affordable senior housing that seniors can afford on their small pensions	
	Being able to have a say	
	a place i could afford and still be able to pay bills n food	
	If socials were a lot more accessible. There used to be so many cool stories shared on social media. Videos about the landfill, what was at the free store at the landfill, initiatives in the community, council meeting updates, but now there's nothing that gets posted anymore, and the information that gets posted is often out of date.	
	To see the people who run our city making an actual effort to help the homeless people get out of tents and find places for them to live with dignity. Go to tent city talk to the people, not just sit in meetings and throw around ideas, this has gone on long enough. We went from a few people here and there staying in a tent to small compounds all over the city.	
	Avoir accès au bord de l'eau pour des activités aquatiques. Augmenter les aires de jeux près des bords de l'eau. Ouvrir une piste de ski de fond dans le parc Lamoureux. Avoir accès aux installations avec des coûts réduits pour les jeunes et les aînés.	
	More diverse opportunities or postings of the different communities around Cornwall.	
	Less community division.	
	Events were affordable for EVERYONE in the community... Not 40$ ride bracelet per child..and on average a mother has 3 children...	
	More help for seniors, reduce city spending, more support for ex: allowed to have block parties with out having to get a permit, Sunday bus service so some of us could move around the city, In summer transportation to the beach in Long-	
	More things for youth so they don't get into trouble	
	That not everything be city led Allow for non profits and other orgs to hold the space and do the work they know how- a city promotes inclusion not by taking over something and hosting a symbolic tree lighting ceremony, it's by actually offering services for the indigenous people in a space that they can smidge, claim as their own and make safe.	
	More help in the hospital system	
	I already feel quite connected.	
	More recreational programs for all ages	
	Meals	
	If city council stopped giving themselves raises while laying off critical staff at glenstordun lodge!	
	Nothing	
	I think the way you are using aocial media and updates have been great	

Q6	What would help you feel more connected to your community?	Qu’est-ce qui vous aiderait à vous sentir plus connecté(e) à votre communauté?
	Community events that foster people of all ages, abilities and incomes to get together to share enjoyment of life.	
	More community events including small business partners	
	To know that the less fortunate have a shelter that they can utilize when needed.	
	The backing of the city for new locally owned businesses, working with them through red tape, not challenging them further.	
	The security factor in Cornwall. Hire more police and firefighters. Our city use be safe not the fact anymore	
	More community events	
	More activities at the complex, other than craft shows	
	Lowering the crime rate and cleaning up our waterfront so we can all feel safe would be a good start	
	Transparency, meaningful and genuine connections. "Read the Room" and care about those efforts, put time in and research, don't wing it just to check a box!	
	Public art in our city	
	catering to kids way more than we do. As a parent with multiple its expensive to pay for programs and extra curriculars but theres very few options that dont cost money. Id rather money go to youth programs	
	I think there are plenty of organizations and clubs in the city that foster this type of engagement. Examples would be churches, small groups, recreational sports, schools…	
	More venues in l'amoureux parc. Winter carnival?	
	I don't feel safe in many parts of Cornwall. Police do not patrol, they are only reactive. I'd be more connected if I felt safer to go out and partake in activities	
	Nothing I can think of	
	Seeing the unhoused become succesful	
	Communication. It's not because Cornwall doesn't have events, it's that we don't hear about them. Facebook and email newsletter cannot be your only form of communication with us.	
	More multicultural events	
	If there were more events/groups for young women, like more fitness classes, social clubs that kind of thing.	
	More events	
	N/A	
	Web portals to book recreation facilities, including party rooms, conference rooms and stuff like that. Then publicizing it so everyone can plan events. Corporate or otherwise	
	Make it safe to go on the bike path along the water	
	Arts and culture would help me feel more connected to my community	
	Na	
	Surveyed like these and the Mayor's blurb in the Seaway Valley News are very good	
	Transparency on funds being spent on things the city can’t afford like the arts center. Monies need to help struggling individuals rather then the arts program	
	Safer events without troubled teens causing problems such as complex, teens drink and have no respect for families and elderly people.	
	If we had supports for the homeless and nonjudgmental spaces and more than just one community building for disabled adults to hang out in and having more things for seniors as we have so many seniors.	
	more free events and festivals	
	We need more events for seniors.	
	Having an actual say in what is being done in the city. Decisions on larger projects should have a community say. Especially when it comes to city transit operations and infrastructure such as road work/developments.	

Q7	How important is it to you that the City invests in climate action and sustainability?	À quel point est-il important pour vous que la Ville investisse dans l'action climatique et la durabilité?
	Not important / Peu important - 199	
	Somewhat important / Moyennement important - 4	
	Important - 140	
	Very important / Très important - 85	

Q8	Which environmental initiatives should be prioritized?	Quelles initiatives environnementales devraient être prioritaires?
	Tree planting and green spaces;Waste reduction and recycling programs;AS far as energy investment goes, I believe we should make new city builds as eco friendly as possible but at times the retro fits to buldings do not dictate the cost of such projects.;	
	Tree planting and green spaces;	
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;	
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Water conservation;	
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;	
	Energy-efficiency programs for residents and businesses;	
	Expanding public transit and active transportation;Waste reduction and recycling programs;	
	Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;	
	Idk idc;	
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;	
	Tree planting and green spaces;Water conservation;Energy-efficiency programs for residents and businesses;	
	Tree planting and green spaces;Waste reduction and recycling programs;Expanding public transit and active transportation;	
	Waste reduction and recycling programs;Tree planting and green spaces;Expanding public transit and active transportation;	
	Energy-efficiency programs for residents and businesses;	
	Waste reduction and recycling programs;Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;	
	None ;	
	Expanding public transit and active transportation;	
	Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;	
	Waste reduction and recycling programs;Expanding public transit and active transportation;Tree planting and green spaces;	
	Water conservation;	
	Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;	
	Waste reduction and recycling programs;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;	
	Tree planting and green spaces;Expanding public transit and active transportation;Waste reduction and recycling programs;	

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Tree planting and green spaces;
	Expanding public transit and active transportation;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Waste reduction and recycling programs;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Tree planting and green spaces;Water conservation;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;Water conservation;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;
	Waste reduction and recycling programs;
	Expanding public transit and active transportation;
	While a Climate Change resilience plan is a nice thing to have (for $100,000 paid to a cookie cutter consultant), no operating funds can be found to clean out the storm water retention ponds the City owns and supposedly operates. The Leitch McLennan SW pond is full of sediment and is in part to blame for millions of dollars of stormwater related flooding in Sunrise Acres and EastRidge subdivisions. STOP HARDENING the catchment area to this pond!;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;
	Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Tree planting and green spaces;
	Tree planting and green spaces;
	Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;

Q8	Which environmental initiatives should be prioritized?	Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;	
	Tree planting and green spaces;	
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;	
	Tree planting and green spaces;	
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;	
	We have much bigger problems ;	
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;	
	Expanding public transit and active transportation;Tree planting and green spaces;	
	Expanding public transit and active transportation;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;	
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;The homeless population ;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;	
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Waste reduction and recycling programs;	
	Expanding public transit and active transportation;Tree planting and green spaces;Water conservation;	
	Tree planting and green spaces;	
	Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;	
	We do enough stop telling me how to throw things in the garbage like I am an invalid;	
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;	
	Expanding public transit and active transportation;Tree planting and green spaces;	
	Expanding public transit and active transportation;Water conservation;Waste reduction and recycling programs;	
	Tree planting and green spaces;Water conservation;Expanding public transit and active transportation;	
	Energy-efficiency programs for residents and businesses;Public EV chargers;Tree planting and green spaces;	
	Expanding public transit and active transportation;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;	
	Stop wasting money;	
	Expanding public transit and active transportation;Water conservation;Tree planting and green spaces;	
	Tree planting and green spaces;	
	Tree planting and green spaces;	
	Public EV chargers;Tree planting and green spaces;Expanding public transit and active transportation;	
	Tree planting and green spaces;	
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Water conservation;	
	Public EV chargers;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;	
	Tree planting and green spaces;	

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;
	Waste reduction and recycling programs;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;Care and development of areas along the st.lawrence river and lameroux park;
	Energy-efficiency programs for residents and businesses;Invest in updating outdated homes to reduce fuel consumption, promoting the trades to keep tradesmen in town;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;
	Public EV chargers;Tree planting and green spaces;Waste reduction and recycling programs;
	Public EV chargers;Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Make waste reduction efficient, as it is it is a an expensive joke.;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Water conservation;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;
	None we have bigger issues going on then environmental ones. Like the ones living outside in the elements let's correct that first. ;
	Expanding public transit and active transportation;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;
	Local regenerative agriculture, community gardens so people can grow their own food. Not clear cutting and filling in ponds for developement, protecting wild life and ecosystems and not letting developpers on Grey's Creek. The city runs on hydro, which in and of itself is pretty low emision so why waste time on that when creating new things like EV chargers and upgrades to facilities cause more emissions in the life cycle analysis. ;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Public EV chargers;Energy-efficiency investments and upgrades in City owned facilities;
	Housing and hoarding are our issues ;
	Expanding public transit and active transportation;garbage cleanup on private properties;Energy-efficiency programs for residents and businesses;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Water conservation;
	Expanding public transit and active transportation;Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;
	Tree planting and green spaces;Water conservation;Waste reduction and recycling programs;
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Get rid of the clear garbage bags;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Plantation d’arbres et espaces verts;Programmes d’efficacité énergétique pour les résidents et les entreprises;Investissements et améliorations d’efficacité énergétique dans les installations municipales;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;
	Water conservation;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Waste reduction and recycling programs;Investment in businesses and projects which are carbon negative ;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Conservation de l’eau;
	Waste reduction and recycling programs;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;none of the above at the present time;
	Waste reduction and recycling programs;Tree planting and green spaces;We have more pressing matters as a country than climate change.;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Expanding public transit and active transportation;Waste reduction and recycling programs;Water conservation;
	Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;
	Expanding public transit and active transportation;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Nothing that increases current day spending. ;
	Nothing if it means increasing taxes;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;Water conservation;
	Expanding public transit and active transportation;Public EV chargers;
	Tree planting and green spaces;
	Tree planting and green spaces;Waste reduction and recycling programs;Expanding public transit and active transportation;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Waste reduction and recycling programs;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;
	None of the above ;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Expansion du transport en commun et des modes de transport actifs;Investissements et améliorations d’efficacité énergétique dans les installations municipales;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Public EV chargers;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Expanding public transit and active transportation;Install natural gas and save money;
	Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Tree planting and green spaces;Get rid of clear garbage bags they have nothing to do with environment and all to do with policing our garbage ;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Water conservation;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Keeping the downtown core clean ;
	Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;Remove water meters;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;
	Plantation d’arbres et espaces verts;
	Tree planting and green spaces;Waste reduction and recycling programs;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Public EV charging stations but also including charging areas for e bikes not just people in cars. Cyclists require some representation as well. Not just people driving expensive cars. ;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Public EV chargers;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Water conservation;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Energy-efficiency investments and upgrades in City owned facilities;
	Conservation de l’eau;Bornes de recharge publiques pour véhicules électriques;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Expanding public transit and active transportation;Public EV chargers;Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Waste reduction and recycling programs;
	Tree planting and green spaces;Water conservation;
	Public EV chargers;
	Public EV chargers;Tree planting and green spaces;Expanding public transit and active transportation;
	Waste reduction and recycling programs;Water conservation;Tree planting and green spaces;
	Expanding public transit and active transportation;Waste reduction and recycling programs;Tree planting and green spaces;
	Conservation de l'eau;Expansion du transport en commun et des modes de transport actifs;Plantation d'arbres et espaces verts;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;
	Not your problem. I don't want my money going to this. Give me a tax break before this. You need to focus on city services like water , end, roads. It's not the city's job to make things more green;
	These all sound extremely costly and will increase the budget heavily, no? Is this not counterintuitive?;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Invest and be part of a regional garbage incineration facility.;Tree planting and green spaces;
	Nothing focus on the homeless in the park before wasting money on things no one actually gives to shits about! We live in one of the nature rich countries. Focus on the people that are starving on the streets ;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Stop letting the cops run there vehicles for hours and hours while they do paperwork at the hospital;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Expanding public transit and active transportation;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Tree planting and green spaces;
	Expanding public transit and active transportation;Public EV chargers;Tree planting and green spaces;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Conservation de l'eau;Expansion du transport en commun et des modes de transport actifs;Plantation d'arbres et espaces verts;
	Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;
	Waste reduction and recycling programs;Water conservation;
	Expanding public transit and active transportation;
	This city does absolutely nothing you don't listen to us;
	Energy-efficiency investments and upgrades in City owned facilities;Quit eating tax payer money on green shit.;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;Water conservation;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Water conservation;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Water conservation;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Water conservation;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Expanding public transit and active transportation;
	Prepare for changing weather, not going to change the climate;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Tree planting and green spaces;Water conservation;I cannot stress enough thst we need green spaces that are protected. Far too many trees are being ripped out.;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Tree planting and green spaces;
	Water conservation;Expanding public transit and active transportation;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Recycling is a joke.Invest in a clean burning incinerator at the present dump.No need to buy land for a new dump ,all buildings are already there plus we could get energy from the burning process.We could get contract from neighbouring cities to burn there garbage and use that money to pay for the capital start up cost.Every major European country and Japan does this.;
	Tree planting and green spaces;
	Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;Water conservation;
	Tree planting and green spaces;N/A the city's contribution to 'climate change' is negligible on a global level. Focus should be on efficient delivery of core services, not costly pet projects that make no difference in the big picture. ;
	Waste reduction and recycling programs;Tree planting and green spaces;Expanding public transit and active transportation;
	Tree planting and green spaces;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;
	Tree planting and green spaces;Expanding public transit and active transportation;Water conservation;
	Water conservation;Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Tree planting and green spaces;
	Tree planting and green spaces;Water conservation;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Expanding public transit and active transportation;Public EV chargers;Water conservation;
	Waste reduction and recycling programs;Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;
	Tree planting and green spaces;Keep our parks safe and clean ;
	Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;
	Programmes d’efficacité énergétique pour les résidents et les entreprises;Réduction des déchets et programmes de recyclage;Conservation de l’eau;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Police are trying to make the streets safe while Liberal judges set most triers offenders free. ;
	Waste reduction and recycling programs;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;
	Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Water conservation;Waste reduction and recycling programs;
	Stop pushing political lies;
	Energy-efficiency programs for residents and businesses;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Expanding public transit and active transportation;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;Public EV chargers;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Waste reduction and recycling programs;
	Tree planting and green spaces;Expanding public transit and active transportation;Cleaning up the eco gardens and along the St. Lawrence River. It is now absolutely destroyed by those who the city allow to remain on the property. The taxpayers want our safe spaces back and cleaned up. ;
	Water conservation;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Water conservation;Waste reduction and recycling programs;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;Bikes like they have in Montreal and Toronto. Bikes you can rent out, have a few locations around the city where you can get them and you pay online.;
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;
	Programmes d’efficacité énergétique pour les résidents et les entreprises;Expansion du transport en commun et des modes de transport actifs;Conservation de l’eau;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Let province and federal government handle it;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Lower taxes and lower rentals that the average lower income earner can afford.;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Tree planting and green spaces;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Waste reduction and recycling programs;The city should look in the mirror. How many times do we see a white pickup or blue truck pull up to a job site, do what is required all while the engine of the vehicle is running. If you bring up to their attention they have no problem telling you where you can go with your comments. ;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;
	Expanding public transit and active transportation;
	Housing ! ;
	Tree planting and green spaces;Water conservation;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;
	Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Tree planting and green spaces;
	Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;Community gardens;
	Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;Tree planting and green spaces;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Public EV chargers;Waste reduction and recycling programs;Hosting sports events to bring in tourism;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Tree planting and green spaces;
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;
	Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;
	Tree planting and green spaces;Waste reduction and recycling programs;Expanding public transit and active transportation;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;
	Non. Stop the false climate catastrophe narrative ;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;
	Initiatives that don’t cost money. ;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Energy-efficiency investments and upgrades in City owned facilities;
	Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Water conservation;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Adequately fund the GlenStorDun Lodge;

Q8	Which environmental initiatives should be prioritized? Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency programs for residents and businesses;
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Tree planting and green spaces;The rest are wasting time and energy;
	Expanding public transit and active transportation;Tree planting and green spaces;
	Energy-efficiency programs for residents and businesses;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;Waste reduction and recycling programs;
	None;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Tree planting and green spaces;
	Expanding public transit and active transportation;Public EV chargers;Tree planting and green spaces;
	Waste reduction and recycling programs;Energy-efficiency investments and upgrades in City owned facilities;
	Waste reduction and recycling programs;Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;
	Waste reduction and recycling programs;I find since changing our recycling and waste removal I've never see our city look so dirty... garbage everywhere very frustrating;
	Energy-efficiency programs for residents and businesses;Public EV chargers;Tree planting and green spaces;
	Expanding public transit and active transportation;Tree planting and green spaces;Waste reduction and recycling programs;
	Energy-efficiency investments and upgrades in City owned facilities;
	Not wasting tax payer money ;
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Waste reduction and recycling programs;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;Tree planting and green spaces;
	Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;
	Energy-efficiency investments and upgrades in City owned facilities;
	Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Energy-efficiency programs for residents and businesses;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;Waste reduction and recycling programs;Water conservation;
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;
	Tree planting and green spaces;Expanding public transit and active transportation;Energy-efficiency programs for residents and businesses;

Q8	Which environmental initiatives should be prioritized?	Quelles initiatives environnementales devraient être prioritaires?
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Water conservation;	
	Waste reduction and recycling programs;Tree planting and green spaces;	
	Tree planting and green spaces;Waste reduction and recycling programs;Expanding public transit and active transportation;	
	Expanding public transit and active transportation;Waste reduction and recycling programs;Water conservation;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;	
	Energy-efficiency programs for residents and businesses;	
	Tree planting and green spaces;	
	Energy-efficiency programs for residents and businesses;Expanding public transit and active transportation;Tree planting and green spaces;	
	Energy-efficiency programs for residents and businesses;Tree planting and green spaces;Waste reduction and recycling programs;	
	Réduction des déchets et programmes de recyclage;Programmes d’efficacité énergétique pour les résidents et les entreprises;Plantation d’arbres et espaces verts;	
	Energy-efficiency programs for residents and businesses;Public EV chargers;Tree planting and green spaces;	
	Expanding public transit and active transportation;Waste reduction and recycling programs;	
	Energy-efficiency programs for residents and businesses;	
	Tree planting and green spaces;Water conservation;Expanding public transit and active transportation;	
	Tree planting and green spaces;Waste reduction and recycling programs;	
	Tree planting and green spaces;	
	Tree planting and green spaces;	
	Energy-efficiency investments and upgrades in City owned facilities;Expanding public transit and active transportation;	
	Tree planting and green spaces;Housing and homelessness ;	
	Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;Energy-efficiency programs for residents and businesses;	
	Tree planting and green spaces;	
	Energy-efficiency investments and upgrades in City owned facilities;Energy-efficiency programs for residents and businesses;	
	Climate change is a scam.;	
	Expanding public transit and active transportation;Energy-efficiency investments and upgrades in City owned facilities;Tree planting and green spaces;	
	Expanding public transit and active transportation;Tree planting and green spaces;Water conservation;	
	Tree planting and green spaces;	
	Tree planting and green spaces;Expanding public transit and active transportation;	
	Tree planting and green spaces;	
	Tree planting and green spaces;Waste reduction and recycling programs;Energy-efficiency investments and upgrades in City owned facilities;	
	Tree planting and green spaces;Water conservation;	
	Expanding public transit and active transportation;	
	Wake up this is a total waste of money the only thing needed now is a bare bones budget!;	
	Investissements et améliorations d’efficacité énergétique dans les installations municipales;	
	Tree planting and green spaces;Water conservation;Waste reduction and recycling programs;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Attracting the people that efficient and necessary services require. It feels like Cornwall is constantly losing services and professionals that are needed to just get by, let alone thrive. Cornwall is an aging community and the people here are hesitant/resistant to digital EVERYTHING. ;	
	Economic development and job creation;Lower tax and less social services. Focus on making our infrastructure better;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Transportation and mobility;Emergency preparedness and resilience;	
	Cornwall no longer feels like a safe place. The increase in crime, homelessness, and disorder in public areas is very concerning. I'd like to see stronger community safety measures and more visible police presence.;Emergency	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;Economic development and job creation;	
	Economic development and job creation;WATERFRONT DEVELOPMENT BRING PEOPLE INTO THE CITY ;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;Housing ;	
	Transportation and mobility;Emergency preparedness and resilience;	
	Emergency preparedness and resilience;Economic development and job creation;High rise buildings to help with low building stock;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;Physical infrastructure ;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Emergency preparedness and resilience;Economic development and job creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Invest in the police and support services ;	
	Economic development and job creation;Emergency preparedness and resilience;Redesigned road infrastructure for the growing population.;	
	Emergency preparedness and resilience;	
	Economic development and job creation;	
	Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Affordable housing;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Emergency preparedness and resilience;Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Emergency preparedness and resilience;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Transportation and mobility;Economic development and job creation;	
	Transportation and mobility;Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;	
	Emergency preparedness and resilience;Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Emergency preparedness and resilience;	
	Economic development and job creation;Transportation and mobility;Arts and Culture;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;We need to change our economic development strategy and move away from a focus on low paying jobs.;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Emergency preparedness and resilience;Transportation and mobility;Get rid of bike lanes on Second st to allow better vehicle traffic flow;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Transportation and mobility;	
	Emergency preparedness and resilience;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Emergency preparedness and resilience;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Arts and Culture / Tourism;	
	Economic development and job creation;	
	Actually being competitive. We are a border town. We have the border next to us we should be a business hub. Instead of the workplaces drying up. Like Ridgewood. ;	
	Emergency preparedness and resilience;Transportation and mobility;Maintain and /or upgrade the existing infrastructure.;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;The city needs to drop the 15 minute city plan ;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Housing ;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Emergency preparedness and resilience;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Emergency preparedness and resilience;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;Emergency preparedness and resilience;	
	Economic development and job creation;Staffing;	
	Assisting in the homeless incampments;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Not turning major arterial roads into lowered speed zones (McConnell Ave), not implementing non-warranted four way stops, not removing traffic lanes so peoe can get across town efficiently. ;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;Economic development and job creation;	
	Economic development and job creation;	
	Transportation and mobility;Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Encourage private sector investment. The city should manage the city. All departments of the city should be outsourced to the private sector leaving the city to manage. ;	
	Economic development and job creation;Transportation and mobility;Bringing affordable entertainment, affordable and free third spaces, creating a walkable community, more green space, homeless reduction ;	
	Economic development and job creation;Transportation and mobility;Emergency preparedness and resilience;	
	Emergency preparedness and resilience;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;cut non essential services and do not increase taxes, by increasing taxes home ownership will become out of reach of many on low or fixed incomes and lead to more homelessness;	
	Dont become a 15 minute city ;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Emergency preparedness and resilience;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	better services at CCH. Bring in Neurology etc Partner with CHEO for more local services for our children;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Emergency preparedness and resilience;Transportation and mobility;	
	Emergency preparedness and resilience;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;	
	Développement économique et création d’emplois;Préparation aux situations d’urgence et résilience;Transport et mobilité;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Ensure basic services are provided and stop wasting on painting sidewalks and crosswalks for issues that are not city responsibility;Transportation and mobility;	
	Economic development and job creation;Recreation facilities/ sports facilities ;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;	
	Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Economic development and job creation;Waterfront and 401 corridor development ;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;	
	Emergency preparedness and resilience;Economic development and job creation;Bringing more money into the city. ;	
	Transportation and mobility;Economic development and job creation;Housing and activities ;	
	Economic development and job creation;Transportation and mobility;We need stores here. No where to shop ;	
	Keeping taxes low, both property and water;	
	Transportation and mobility;Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;	
	Infrastructure hosing;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;upkeep of municipal parks;	
	Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;	
	Emergency preparedness and resilience;Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Dump half of Council. Useless ! ;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	The City cannot afford any of the above until it cares for its citizens through housing. As for job creation, we need to cut the tourism office and put the funds towards housing, and digital infrastructure, Council has proven that they will not	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;	
	Transportation and mobility;Economic development and job creation;health services;	
	Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;Connections with cities like Ottawa (commuters living in Cornwall);	
	Emergency preparedness and resilience;Transportation and mobility;Economic development and job creation;	
	Emergency preparedness and resilience;Economic development and job creation;	
	Emergency preparedness and resilience;Transportation and mobility;Economic development and job creation;	
	Transportation and mobility;Economic development and job creation;	
	More focus on art and culture and the appearance of the city.;Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Emergency preparedness and resilience;Transportation and mobility;	
	Transportation and mobility;	
	Job creation is a joke. The city is laying off people and giving managers raises for overspending;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Attracting doctors and employers;Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Can't have growth without housing and can't have growth without economic development. ;Transportation and mobility;	
	Développement économique et création d'emplois;	
	Economic development and job creation;Transportation and mobility;A better Boundary Road from the 401 to allow easier access for the number of trucks. A rail overpass is long Long overdue;	
	Transportation and mobility;Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Arts and Culture/Tourism;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;Transportation and mobility;Roads and infrastructure;	
	Transportation and mobility;Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;	
	Economic development and job creation;	
	Transportation and mobility;Emergency preparedness and resilience;	
	Transportation and mobility;Emergency preparedness and resilience;	
	Economic development and job creation;Transportation and mobility;Housing crisis program ;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;Financial and Policy;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Emergency preparedness and resilience;	
	Emergency preparedness and resilience;Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;	
	Transportation and mobility;Economic development and job creation;	
	Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;	
	Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Développement économique et création d'emplois;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;we need to focus on general maintenace. First appearances mean everything for future investors and residents;	
	Economic development and job creation;Transportation and mobility;	
	Transportation and mobility;Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth? Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Emergency preparedness and resilience;Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;
	Economic development and job creation;Expansion of city services into counties for growth and housing and job creation. ;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;Economic development and job creation;
	Economic development and job creation;
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;
	Développement économique et création d’emplois;Infrastructure numérique (ex. services en ligne) et initiatives de ville intelligente;Transport et mobilité;
	Economic development and job creation;
	Economic development and job creation;
	Economic development and job creation;
	Idk;
	Economic development and job creation;Transportation and mobility;
	Emergency preparedness and resilience;Economic development and job creation;
	Economic development and job creation;Transportation and mobility;
	Economic development and job creation;Transportation and mobility;
	More daycare spaces, youth spaces;Economic development and job creation;Emergency preparedness and resilience;
	Transportation and mobility;
	Economic development and job creation;
	Economic development and job creation;Transportation and mobility;
	Economic development and job creation;Transportation and mobility;Emergency housing and a homeless shelter! ;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Emergency preparedness and resilience;Lower taxes, subsidize permanent jobs to some volunteers for the police department and firefighters.;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;
	Economic development and job creation;Transportation and mobility;Emergency preparedness and resilience;
	Lowering taxes so people have money in their pockets to get the economy rolling.;
	Economic development and job creation;
	Transportation and mobility;Economic development and job creation;housing;
	Economic development and job creation;
	Economic development and job creation;Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;
	Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;
	Economic development and job creation;Emergency preparedness and resilience;

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Transportation and mobility;Economic development and job creation;Emergency preparedness and resilience;	
	AFFORDABLE HOUSING;	
	Transportation and mobility;Commerce open on week-ends , extend hours, more entretaiment places opened until night;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Transportation and mobility;Emergency preparedness and resilience;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Transportation and mobility;Emergency preparedness and resilience;Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Community outreach through involvement ;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Emergency preparedness and resilience;Transportation and mobility;	
	Développement économique et création d’emplois;Transport et mobilité;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Emergency preparedness and resilience;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;	
	Economic development and job creation;	
	Emergency preparedness and resilience;Transportation and mobility;Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth? Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;But remove tourism, it is seasonal and a waste of money.;
	Economic development and job creation;Transportation and mobility;Housing;
	Economic development and job creation;
	Economic development and job creation;Transportation and mobility;
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;
	Economic development and job creation;
	Economic development and job creation;
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;
	Economic development and job creation;
	Economic development and job creation;Emergency preparedness and resilience;
	Transportation and mobility;Economic development and job creation;
	Transportation and mobility;
	Transportation and mobility;Emergency preparedness and resilience;Economic development and job creation;
	Développement économique et création d’emplois;Préparation aux situations d’urgence et résilience;Post secondary education trade school;
	Economic development and job creation;
	Economic development and job creation;
	Transportation and mobility;Emergency preparedness and resilience;Economic development and job creation;
	Développement économique et création d’emplois;
	Economic development and job creation;
	Economic development and job creation;
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;
	Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;We are not Ottawa not the same income;
	This city has not grown in the sixty years I’ve been here, ;Economic development and job creation;
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;
	Economic development and job creation;
	Economic development and job creation;
	Economic development and job creation;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;Emergency preparedness and resilience;
	Economic development and job creation;
	Economic development and job creation;Emergency preparedness and resilience;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Emergency preparedness and resilience;
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;Emergency preparedness and resilience;Build resilience for when the digital will fail like it inevitably will. Suport local producers and farmers that are doing organic and regnerative farming to build	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Transportation and mobility;Emergency preparedness and resilience;Economic development and job creation;	
	New business and resident attraction, housing creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Développement économique et création d'emplois;Préparation aux situations d'urgence et résilience;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;Transportation and mobility;	
	Not wasting tax payer money trying to police feelings;	
	Emergency preparedness and resilience;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;Providing mental health assistance, as well youth programs ;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Water front activities ;	
	More employees and less management. More will get done in the city with the right people in the right positions. ;Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Emergency preparedness and resilience;	
	Economic development and job creation;Ensuring we have the resources and programs in place to accommodate new residents and new Canadians wishing to reside in our city.;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;Not only increase Online Services....make them user friendly and that the sites actually work.;	
	Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;The city should stop laying off their employees and eliminating jobs for their employees!!!! I'm sure if we tallied the dollar amount of all the green bins, we'd have a salary or two covered. The	
	Economic development and job creation;Emergency preparedness and resilience;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;	
	Buy more tents for tent city for the residence who were chased out of their apartments. ;	
	Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Improving customer services that are given to residents. ;	
	Economic development and job creation;Fix city streets;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Economic development and job creation;Get your finances in order! The less money you take from the people the more people have to spend,save or invest.People always spend money better than governments do.;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;	
	Transportation and mobility;	
	Economic development and job creation;Affordable housing. Rent and purchase;	
	Economic development and job creation;	
	Développement économique et création d'emplois;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;More staffing for Cornwall Fire Services;	
	Transportation and mobility;Economic development and job creation;Safe and affordable housing ;	
	Economic development and job creation;	
	Emergency preparedness and resilience;Economic development and job creation;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;	
	Transportation and mobility;Emergency preparedness and resilience;	
	Transportation and mobility;Emergency preparedness and resilience;Economic development and job creation;	
	Transportation and mobility;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Développement économique et création d'emplois;Transport et mobilité;	
	Transportation and mobility;Economic development and job creation;	
	Emergency preparedness and resilience;Transportation and mobility;You must not forget nature. Other cities will be doing the technological crap. We should be focusing on nature and mother earth. ;	
	Infrastructure ;Economic development and job creation;	
	Economic development and job creation;Jobs. Class mate change is a WEF initiative. Protect us by saying no;	
	Economic development and job creation;Have something available to attract younger families and have all night access to a pharmacy and grocery store.;	
	Economic development and job creation;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Protected green spaces. You let an area of wetlands get filled in by a developer for years ;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Housing , water front ;	
	Real economic development—not checking boxes that result in low paying jobs. ;Transportation and mobility;Economic development and job creation;	
	Emergency preparedness and resilience;	
	Emergency preparedness and resilience;Transportation and mobility;Economic development and job creation;	
	Economic development and job creation;Transportation and mobility;	
	Economic development and job creation;	
	Digital infrastructure (ie. Increased online services) and smart city initaitives;Economic development and job creation;	
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Emergency preparedness and resilience;	
	Economic development and job creation;Housing ;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;	
	Economic development and job creation;	
	Economic development and job creation;Emergency preparedness and resilience;Affordable housing;	

Q9	What areas should the City focus on to prepare for future growth?	Sur quels domaines la Ville devrait-elle se concentrer pour se préparer à la croissance future?
	Economic development and job creation;Digital infrastructure (ie. Increased online services) and smart city initaitives;Transportation and mobility;	
	Transport et mobilité;Développement économique et création d'emplois;Préparation aux situations d'urgence et résilience;	
	Economic development and job creation;Emergency preparedness and resilience;Transportation and mobility;	
	Economic development and job creation;Transportation and mobility;Digital infrastructure (ie. Increased online services) and smart city initaitives;	
	Economic development and job creation;Transportation and mobility;Housing;	
	Economic development and job creation;	
	Emergency preparedness and resilience;Transportation and mobility;Economic development and job creation;	
	Economic development and job creation;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Accessible and affordable housing;	
	Economic development;Equity, Culture, Belonging, Truth and Reconciliation;Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;Arts and culture;	
	Accessible and affordable housing;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Waterfront development;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Services for disabled & seniors;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Transparency, communication and public engagement;Accessible and affordable housing;Economic development;	
	Accessible and affordable housing;	
	Accessible and affordable housing;Economic development;Equity, Culture, Belonging, Truth and Reconciliation;	
	Arts and culture;Accessible and affordable housing;Transparency, communication and public engagement;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Accessible and affordable housing;Senior services;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Senior services;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Arts and culture;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Homelessness and equal support for men;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Economic development;Accessible and affordable housing;Senior services;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Senior services;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Infrastructure (ex. routes, trottoirs, éclairage, eau et eaux usées);Logement accessible et abordable;Quartiers de qualité (ex. urbanisme, normes de propriété, application des règlements);	
	Accessible and affordable housing;Transportation. There are a lot of people who depend on public transportation like the city busses to get to and from desired destinations. It doesn’t help when it doesn’t run 7 days a week and only	
	Communauté sécuritaire (ex. police, services d’incendie, services paramédicaux);Développement économique;Logement accessible et abordable;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Active living (e.g., recreational paths, sports and leisure programs);Arts and culture;Waterfront development;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Arts et culture;Quartiers de qualité (ex. urbanisme, normes de propriété, application des règlements);Vie active (ex. sentiers récréatifs, programmes de sports et loisirs);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Transparency, communication and public engagement;Waterfront development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Arts and culture;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Accessible and affordable housing;Arts and culture;Transparency, communication and public engagement;	
	Transparency, communication and public engagement;Senior services;Safe community (e.g., police, fire services, paramedic services);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Equity, Culture, Belonging, Truth and Reconciliation;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Waterfront development;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Accessible and affordable housing;Transparency, communication and public engagement;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Aménagement du bord de l'eau;Logement accessible et abordable;Services pour les aînés;	
	Active living (e.g., recreational paths, sports and leisure programs);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	The biggest priority is to stop spending money we don't have! ;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Homelessness ;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Senior services;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Healthcare;	
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);Waterfront development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Senior services;Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Waterfront development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Senior services;Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Transparency, communication and public engagement;Senior services;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Aménagement du bord de l'eau;Logement accessible et abordable;Quartiers de qualité (ex. urbanisme, normes de propriété, application des règlements);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Accessible and affordable housing;Senior services;Transparency, communication and public engagement;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);Accessible and affordable housing;Senior services;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Active living (e.g., recreational paths, sports and leisure programs);Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Transparency, communication and public engagement;	
	Accessible and affordable housing;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Accessible and affordable housing;Transparency, communication and public engagement;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Waterfront development;	
	Accessible and affordable housing;Arts and culture;Economic development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Accessible and affordable housing;Senior services;Economic development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Waterfront development;	
	Adequate funding at GlenStorDun Lodge- ensure staffing levels stay the same;Transparency, communication and public engagement;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Economic development;reduce services and use the money for homelessness.;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Active living (e.g., recreational paths, sports and leisure programs);Accessible and affordable housing;Arts and culture;	
	Accessible and affordable housing;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;Waterfront development;	
	Arts and culture;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;	
	Waterfront development;Active living (e.g., recreational paths, sports and leisure programs);Economic development;	
	Safe community (e.g., police, fire services, paramedic services);Accessible and affordable housing;Transparency, communication and public engagement;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);Senior services;Transparency, communication and public engagement;	
	Services pour les aînés;	
	Active living (e.g., recreational paths, sports and leisure programs);Arts and culture;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Childcare and children's programming; I would also say "safe community" but not with the same meaning of police and fire; would consider that to be investments in social services which are required to foster a safe community;Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Senior services;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Senior services;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Accessible and affordable housing;Senior services;Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Senior services;Transparency, communication and public engagement;	
	Accessible and affordable housing;Transparency, communication and public engagement;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Economic development;Senior services;	
	Economic development;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Arts and culture;Economic development;	
	Accessible and affordable housing;Economic development;Transparency, communication and public engagement;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	
	Transparency, communication and public engagement;Waterfront development;Economic development;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Arts and culture;Economic development;Waterfront development;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Senior services;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);Active living (e.g., recreational paths, sports and leisure programs);Accessible and affordable housing;	
	Accessible and affordable housing;Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Transparency, communication and public engagement;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Accessible and affordable housing;	
	Active living (e.g., recreational paths, sports and leisure programs);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Senior services;	
	Accessible and affordable housing;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Waterfront development;Transparency, communication and public engagement;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Economic development;Senior services;Waterfront development;	
	Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);	
	Active living (e.g., recreational paths, sports and leisure programs);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;Waterfront development;	
	Economic development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Senior services;	
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Economic development;	
	Active living (e.g., recreational paths, sports and leisure programs);Transparency, communication and public engagement;Waterfront development;	
	Waterfront development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Accessible and affordable housing;Waterfront development;Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Senior services;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Economic development;Waterfront development;Accessible and affordable housing;	
	Safe community (e.g., police, fire services, paramedic services);Active living (e.g., recreational paths, sports and leisure programs);	
	Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;	
	Active living (e.g., recreational paths, sports and leisure programs);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Transparency, communication and public engagement;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Arts and culture;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Waterfront development;Transparency, communication and public engagement;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Economic development;It doesn’t matter because the council blows money on wants instead of needs like housing ;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Economic development;	
	Accessible and affordable housing;Arts and culture;Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Transparency, communication and public engagement;Active living (e.g., recreational paths, sports and leisure programs);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Communauté sécuritaire (ex. police, services d'incendie, services paramédicaux);Infrastructure (ex. routes, trottoirs, éclairage, eau et eaux usées);Logement accessible et abordable;	
	Accessible and affordable housing;Senior services;Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Addressing homeless situation so the parks and recreational spaces may be enjoyed by all. ;	
	Accessible and affordable housing;Arts and culture;Economic development;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Equity, Culture, Belonging, Truth and Reconciliation;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Transparency, communication and public engagement;Safe community (e.g., police, fire services, paramedic services);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Enough of turning 4 lanes roads into damn two lane roads and bike paths ;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Waterfront development;Safe community (e.g., police, fire services, paramedic services);Economic development;	
	Safe community (e.g., police, fire services, paramedic services);Active living (e.g., recreational paths, sports and leisure programs);Economic development;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Senior services;Transparency, communication and public engagement;	
	Accessible and affordable housing;Transparency, communication and public engagement;Equity, Culture, Belonging, Truth and Reconciliation;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Safe community (e.g., police, fire services, paramedic services);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Waterfront development;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Economic development;Waterfront development;Active living (e.g., recreational paths, sports and leisure programs);	
	Safe community (e.g., police, fire services, paramedic services);Economic development;Accessible and affordable housing;	
	Accessible and affordable housing;Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Economic development;Waterfront development;	
	Accessible and affordable housing;Senior services;Safe community (e.g., police, fire services, paramedic services);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Equity, Culture, Belonging, Truth and Reconciliation;	
	Accessible and affordable housing;Economic development;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Waterfront development;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Waterfront development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Economic development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Active living (e.g., recreational paths, sports and leisure programs);	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Transparency, communication and public engagement;Economic development;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Economic development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;Transparency, communication and public engagement;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Senior services;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Senior services;Active living (e.g., recreational paths, sports and leisure programs);	
	Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;Waterfront development;	
	Accessible and affordable housing;Equity, Culture, Belonging, Truth and Reconciliation;Waterfront development;	
	Equity, Culture, Belonging, Truth and Reconciliation;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Senior services;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;Senior services;Waterfront development;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Economic development;Accessible and affordable housing;	
	Accessible and affordable housing;Transparency, communication and public engagement;Homelessness ;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Transparency, communication and public engagement;Economic development;	
	Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;Transparency, communication and public engagement;Economic development;	
	Accessible and affordable housing;Senior services;Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);focus on health and well being for all;	
	Economic development;Waterfront development;Arts and culture;	
	Aménagement du bord de l'eau;Arts et culture;Vie active (ex. sentiers récréatifs, programmes de sports et loisirs);	
	Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;Waterfront development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	
	Accessible and affordable housing;Arts and culture;Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Equity, Culture, Belonging, Truth and Reconciliation;Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Transparency, communication and public engagement;Economic development;Lower taxes balanced budget;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Waterfront development;Safe community (e.g., police, fire services, paramedic services);Attracting doctors;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;	
	Transparency, communication and public engagement;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Better/ mindful spending, less burden on the tax payers!!;	
	Economic development;The homeless in the parks ;	
	Waterfront development;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;Waterfront development;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Economic development;Accessible and affordable housing;	
	Safe community (e.g., police, fire services, paramedic services);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Active living (e.g., recreational paths, sports and leisure programs);	
	Accessible and affordable housing;Economic development;Equity, Culture, Belonging, Truth and Reconciliation;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;Waterfront development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Arts and culture;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Transparency, communication and public engagement;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;	
	Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);Waterfront development;Accessible and affordable housing;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Active living (e.g., recreational paths, sports and leisure programs);	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Senior services;	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Senior services;Safe community (e.g., police, fire services, paramedic services);	
	Logement accessible et abordable;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Senior services;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Transparency, communication and public engagement;Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	
	Not wasting tax payer money ;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Transparency, communication and public engagement;Waterfront development;Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Transparency, communication and public engagement;	
	Services pour les aînés;Aménagement du bord de l’eau;Quartiers de qualité (ex. urbanisme, normes de propriété, application des règlements);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Senior services;Waterfront development;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Economic development;Waterfront development;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Active living (e.g., recreational paths, sports and leisure programs);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Accessible and affordable housing;Economic development;	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Active living (e.g., recreational paths, sports and leisure programs);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Transparency, communication and public engagement;	
	Accessible and affordable housing;Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Transparency, communication and public engagement;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Equity, Culture, Belonging, Truth and Reconciliation;	
	Waste fraud and abuse in our city government ;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Waterfront development;Transparency, communication and public engagement;	
	Accessible and affordable housing;Waterfront development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;	
	Economic development;Accessible and affordable housing;Waterfront development;	
	Accessible and affordable housing;Senior services;	
	Accessible and affordable housing;Transparency, communication and public engagement;Senior services;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Arts and culture;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Accessible and affordable housing;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Transparency, communication and public engagement;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Economic development;Equity, Culture, Belonging, Truth and Reconciliation;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Waterfront development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Senior services;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Active living (e.g., recreational paths, sports and leisure programs);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);Arts and culture;	
	Waterfront development;Active living (e.g., recreational paths, sports and leisure programs);Optimize the use of the cornwall civic complex, the potential for revenue generating activities as well as community engagement is untapped.;	
	Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Senior services;	
	Accessible and affordable housing;Economic development;Waterfront development;	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Active living (e.g., recreational paths, sports and leisure programs);Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Active living (e.g., recreational paths, sports and leisure programs);Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Arts and culture;Accessible and affordable housing;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Safe community (e.g., police, fire services, paramedic services);	
	Active living (e.g., recreational paths, sports and leisure programs);Equity, Culture, Belonging, Truth and Reconciliation;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Deal with the homeless issue. Get them out of the parks that we can no longer enjoy and stop trying to put a homeless shelter next to three schools. What a dumb thing the city is doing;	
	Accessible and affordable housing;Senior services;Transparency, communication and public engagement;	
	Waterfront development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Waterfront development;Active living (e.g., recreational paths, sports and leisure programs);Accessible and affordable housing;	
	Accessible and affordable housing;Senior services;Drug rehab !!!;	
	Arts and culture;Accessible and affordable housing;Equity, Culture, Belonging, Truth and Reconciliation;	
	Accessible and affordable housing;Transparency, communication and public engagement;Safe community (e.g., police, fire services, paramedic services);	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Communauté sécuritaire (ex. police, services d’incendie, services paramédicaux);Infrastructure (ex. routes, trottoirs, éclairage, eau et eaux usées);Quartiers de qualité (ex. urbanisme, normes de propriété, application des règlements);	
	Economic development;Senior services;Waterfront development;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d’attention de la part des élus et de l’administration municipale en 2026?
	Accessible and affordable housing;Transparency, communication and public engagement;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Safe community (e.g., police, fire services, paramedic services);Senior services;	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Arts and culture;Waterfront development;Economic development;	
	Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;	
	Accessible and affordable housing;Senior services;Waterfront development;	
	Accessible and affordable housing;Equity, Culture, Belonging, Truth and Reconciliation;Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);Waterfront development;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Waterfront development;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;Transparency, communication and public engagement;	
	Accessible and affordable housing;Arts and culture;Economic development;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Transparency, communication and public engagement;	
	Transparency, communication and public engagement;Waterfront development;Accessible and affordable housing;	
	Economic development;	
	Accessible and affordable housing;Arts and culture;Economic development;	
	Accessible and affordable housing;Transparency, communication and public engagement;	
	Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Senior services;	
	Safe community (e.g., police, fire services, paramedic services);Waterfront development;Shared services and expansion into neighbouring townships.;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Accessible and affordable housing;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;	
	Accessible and affordable housing;Economic development;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Transparency, communication and public engagement;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Safe community (e.g., police, fire services, paramedic services);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;	
	Accessible and affordable housing;Youth program ;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Accessible and affordable housing;Public transportation should be Uber, or digital cards you can load for bus;	
	Accessible and affordable housing;Active living (e.g., recreational paths, sports and leisure programs);Senior services;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Active living (e.g., recreational paths, sports and leisure programs);Safe community (e.g., police, fire services, paramedic services);Transparency, communication and public engagement;	
	Accessible and affordable housing;Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);	
	Accessible and affordable housing;Senior services;Waterfront development;	
	Accessible and affordable housing;Arts and culture;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);	
	Economic development;Waterfront development;Accessible and affordable housing;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Safe community (e.g., police, fire services, paramedic services);	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Senior services;Doctors health care ;	
	Economic development;Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Any of the other things can only come if you have businesses that want to come here stay here or expand here.You can't put the cart before the horse.;	
	Accessible and affordable housing;Economic development;Safe community (e.g., police, fire services, paramedic services);	
	Accessible and affordable housing;Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Economic development;	
	Active living (e.g., recreational paths, sports and leisure programs);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Waterfront development;	
	Economic development;Safe community (e.g., police, fire services, paramedic services);Waterfront development;	

Q10	Which priorities do you believe require the most attention from elected officials and City Administration in 2026?	Quelles priorités devraient, selon vous, recevoir le plus d'attention de la part des élus et de l'administration municipale en 2026?
	Active living (e.g., recreational paths, sports and leisure programs);Arts and culture;Transportation on week-ends , more routs , cheaper!!;	
	Accessible and affordable housing;Economic development;	
	Waterfront development;Arts and culture;Accessible and affordable housing;	
	Infrastructure (e.g., roads, sidewalks, lighting, water and wastewater);Quality neighbourhoods (e.g., planning, property standards, by-law enforcement);Transparency, communication and public engagement;	

Q11	Based on the current economic situation, do you think it's more important that the City reduce taxes for citizens and businesses (through service reductions) or focus on investing in and expanding services to stimulate economic growth and support business development, even if it requires increased spending and taxes?	Compte tenu de la situation économique actuelle, pensez-vous qu'il est plus important que la Ville réduise les taxes pour les citoyens et les entreprises (en réduisant les services) ou qu'elle investisse et élargisse les services pour stimuler la croissance économique et soutenir le développement des entreprises, même si cela nécessite une augmentation des dépenses et des taxes?
	Reduce taxes for citizens and businesses (through services reductions) / Réduire les taxes pour les citoyens et les entreprises (en réduisant les services) - 275	
	Maintain and/or increase services (through higher spending and taxes) to stimulate economic growth and support business development / Maintenir et/ou augmenter les services (par des dépenses et taxes plus élevées) pour stimuler la croissance économique et soutenir le développement des entreprises -153	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Why on earth are roundabouts/traffic circles being prioritized?! Can't you see we are all struggling, why spend money on traffic issues? I believe the biggest issue in this area is the lack of jobs. So much crime on the rise due to poverty and a gap in supports	
	Get rid or tent cities, no one want to go out.	
	The environment.	
	Getting rid of the homeless problem and cleaning this city up	
	Housing/the homeless. - the unnecessary need to remove the traffic circle.	
	Some of the city roads are terrible. I also don't feel that taxpayers should be paying for water meters.	
	STOP SPENDING SO MUCH AND LOWER TAXES! If people have more money in their pockets, they will spend it. That will get things moving. It's not rocket science! STOP SPENDING!!!!	
	N/a	
	Waste fraud and abuse in the city government, you wasted 3 million dollars on unusable rink boards and you're sweeping it under the rug, whoever was responsible for such an idiotic move should have been fired immediately	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	How recent layoffs at the City of Cornwall are justified based on overspending on other municipal projects throughout the past year	
	MORE AMBULANCES ON THE ROAD! the wait times are atrocious and embarassing and as a parent I dont feel confident in our emergency repsonse times.	
	Councillors can stop giving themselves raises and spending money on useless projects like rainbow sidewalks and art centres that no one cares about and actually deal with our homeless issues, can’t even go to Lamoureux park cause of the rifraf down there	
	Reduce, reduce, reduce spending	
	Stop spending our money on the things the people don’t want like the arts center	
	Public safety, please hire additional police and adopt a more visible patrol based model, less sitting around in parking lots doing nothing	
	Safe community (first responders) and this includes the mental health and overall wellbeing of these first responders	
	Addressing the social issues that flow from poverty and homelessness and a poorly educated population. Consider establishing a universal basic income with the provision to bring the level of education in the city up to provincial average. This would require investments from province and the federal government. A community like Cornwall recovering from an industrial past should qualify for special consideration. J	
	Rental prices, cost of food, natural consequences for delinquent teenagers, and bylaw enforcement.	
	housing affordability	
	AFFORDABLE HOUSING. I am a nurse working at CHH, proudly grew up in Cornwall and am now raising my children here. If I lost my job myself and my 2 children would be homeless within a month. I make too much money to qualify for supports, yet am not able to save even enough to cover a month's rent for an emergency.	
	The most important issue the City needs to address in the 2026 budget is the excessively high and rapidly increasing commercial property tax burden — especially in the downtown core.	
	Housing the people living in tents	
	Housing	
	Property prices, whether it be someone renting, buying, or something else, one of the biggest struggle not just for Cornwall but for most cities is increased homelessness because of prices sky rocketing, as well as teenagers who are looking to start their life but can't because they have to work for years just to get up the point where they can make enough money to finally live on their own. Either rent/utility prices need to go down or minimum wage needs to sky rocket up.	
	Over spending in the City and getting rid of redundant jobs and get rid of the burocratic bloat to cut back on the need for taxes and reduce taxes. I'm sure you have more than enough money it's just being wasted. To the previous question - your two options are dumb. It should be reduce taxes and become more efficient so you don't have to cut services.	
	The overspending from the last budget	
	I would like to see a refocusing of the budget so that the police service maintains its current funding level for the next few years. Currently, policing represents about 24% of the entire city budget, while the next largest department is only around 12–13%. This imbalance suggests that our spending priorities are skewed too heavily toward policing. I believe Cornwall should redirect new investment toward recreational opportunities for youth—sports, arts, literacy, and academic development—as well as increase support for our paramedic services so they can expand their capacity for wellness checks and community-focused care.	
	Economic development	
	How about maintaining taxes - do more with less	
	Housing	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Redundant spending. Honestly and morally review items and cut those that are not needed Try reading some scientific journals about climate change… put the focus elsewhere electric cars and water meters are not going to ‘grow’ Cornwall if nobody can afford to live here	
	Affordable housing	
	Housing	
	Protected green spaces and environmental area	
	Cutting unnecessary spending and finding efficiency in every department.	
	More housing, more positive communication with residents in a variety of formats (video, etc), online payment options. Council should be smarter with spending and listen to residents (many residents not supportive of arts centre yet millions have been put into it, we don’t need a university)	
	Less jobs	
	HOMELESSNESS AND AFFORDABLE HOUSING	
	Affordable housing	
	Economic and business development	
	Selon moi, c'est de financer l'infrastructure et l'efficacité nécessaires à la croissance, tout en gérant de manière responsable l'inflation des services de première ligne.	
	Balanced budget and no tax increases.	
	Lower taxes	
	Homelessness	
	Time to cut out the nonsense rainbows unicorns and lollipops, time for a bare bones budget of what's needed not the lastest climate activist scheme's!	
	Food and housing security	
	Affordable housing not to have people living in tents	
	The single most important issue the City should address in the 2026 budget is housing affordability and availability. The City needs to reduce barriers to building new housing including reviewing property tax levels, offering incentives for	
	Rents and Housing	
	I think there's too much money spent on policing instead of prevention initiatives.	
	Stop raising taxes, people are already upset with frivolous spending and can’t afford to live in areas they live in. Reduce fee for water meters to set it to the bare minimum and make it affordable for people to live.	
	I believe the single most important issue the City should address in the 2026 budget is improving access to affordable housing. Many residents are struggling with rising rents and limited options, so investing in affordable housing programs, quicker development processes, and support services would have the biggest positive impact on the community.	
	More growth in population	
	The male suicide rates and homelessness	
	Neglect of the Renaissance district i.e. lack of bylaw enforcement. Montreal Rd. which should be the scenic route through our city is a royal embarrassment. Visitors are treated to neglected buildings, junk in yards and front sidewalks, business facades are in bad condition i.e. cracked windows, peeling, full size window posters, cracked sidewalks, etc.	
	CAO makes too much money and for what? No one knows who they are because there is 0 public engagement. Any member in upper management of a city should be proudly representing said city - it feels like we are living blindly.	
	Less waste and corruption	
	Safe community	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	I think the biggest issue is the rampant spending in capital projects by people with conflicts of interest. How the fire department built a new station (over budget and still spending) to move staff from an existing (unfit and too small) one, only to then decide that they need to keep the original station too. And now they need to staff and equip a third station. The fact that the deputy CAO is the fire chief and they have massive spending and budget increases while other departments are laying off staff due to funding shortages.	
	Lobby the provincial government to properly fund services, including SLC.	
	Lower rental costs.	
	Housing protections. Housing should be a human right not a business. More cycling infrastructure. Cleaning up the waterfront. Handling the unfocused situation in an ethical way rather than ignoring how it damages the waterfront and community.	
	Stay within budget… the efforts at GSDL are perfect and working within funding is best	
	Housing affordable housing	
	Get the homeless out of our waterfront parks.	
	Theres lots have an open forum. Make cuts at city hall lots of people alseep.	
	Homelessness	
	Leave the traffic circle alone!!	
	Fiscal restraint, taxpayers cannot shoulder higher taxes	
	Do not overextend. Focus on roads, infrastructure, emergency service, highly efficient building departments, bylaw enforcement. Do not try to be everything to everyone.	
	Build the water front and stop adding bike lanes on every road	
	Street safety	
	low rental	
	Growth of all infrastructure... concentrated on renewable energy	
	The mess going on in Lamouroux Park. It is out of control. Also people pitching tants all over town. Enough is enough. Time for a change in leadership and council members. It is a mess down there not being dealt with.	
	Les taxes sont déjà trop élevées et les projets choisi pour investir ne sont pas approprié (le centre d'art sur Pitt est trop cher et suscite peu d'intérêt du publique)	
	Affordable housing is a must for me!!!!!	
	Stop the cuts at glenstordun lodge!	
	Ethical and dedicated city employees	
	Not giving managers an increase. Save jobs!!!!	
	Cost of living	
	The massive homeless problem that os growing by the day.	
	Housing and jobs	
	Over spending on projects that do not benefit the majority of population. The budget is very much geared by classism.	
	Social services is not sufficient when "affordable" is 3x the amount of monthly income	
	Développement des projets culturels	
	Slowing down on everything increasing in prices we have to pay. The provincial and federal governments take 50% of our wages on taxes then municipal taxes are trying to take what is left. I am on disability trying to raise 3 kids. My house is paid because I was able to work and made sacrifices daily for 30 years to pay for a home. I am mortgage free now yet cannot afford to put a roof over our heads.	
	More low income housing. Not "affordable" because that is not realistic as most people are below poverty in Cornwall	
	Budget Overspending on projects that don’t increase the quality of life.	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Economic development should come form not only increasing peoples taxes but business taxes as well. Invest in projects that have a return for money before investing in projects that only have a return in society but result in increased property taxes. The arts center is a disaster, over budget and will accommodate less people then the Aultsville. A brand new arts building could've been built for a fraction of the cost of what it is to renovate the old bank.	
	Housing access, and access to services BEFORE homelessness occurs	
	Stop investing in useless/unimportant things, we need more jobs, higher paying jobs, permanent jobs.	
	Stop spending money to please a few people and spend money to please the majority. Example the rainbow side walk really not necessary i dont know anyone that was happy about it . The new art center dont know to many people that are exited about this. This money could be used for more youth activities. Fix up the old skate/ bike park just an example. Possibly have an mural fest similar to the one in Montreal. This brings in huge crowds and makes the city beautiful.	
	Housing	
	Firefighter numbers, they are under staffed for 3 stations	
	We should address the homeless population and increased drug use in the city	
	Affordable housing. NO one should be homeless	
	bringing in jobs	
	Mental health and addiction services to be readily available and not only when in a suicidal state.	
	Lower taxes, or at least keep them as low as possible. The increase in property and water tax is putting a real strain on people with low or fixed incomes and will create more homelessness.	
	LISTEN TO THE PEOPLE.	
	The city has to stop wasting millions of taxpayer dollars on destroying what we have that works such as the traffic circle total stupidity to waste 40 million dollars when that money could be used to help reduce the homelessness .time to spend where is 100 percent necessary I follow council meetings and cannot believe the dumb remarks for example I travel through the traffic circle everyday at all hours and have only seen to fender benders and no injuries where as 9th and Brookdale is where a police car should be sitting there writing tickets pulling licences and it has nothing to with the traffic circle just the idiots who need to be stopped	
	Cornwall is growing. Council needs to grow with it.	
	Housing	
	Waste of city spending	
	Homelessness	
	Housing	
	Make sure housing and food are available and accessible for the citizens of Cornwall.	
	We need to address the homeless and housing situation.	
	Maintenance on side walks especially in the down town sector and on main sections in the city.. more bylaw enforcement for property standards. Improving traffic flow with appropriate turning lanes and advanced green lights at more of our high traffic intersections	
	Reduce spending so the taxpayers here don't have to foot the bill for government incompetence with spending at the municipal level	
	Stop foolish spending	
	Affordable housing	
	Sustainable financing of city operations. If you're cutting jobs in October to avoid a higher tax increase, maaaaybe we need to rethink how we're spending. Municipal employees deserve stability just as much as residents do. Cutting service-providing employees is not great. Get your house in order, please.	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	To save money, focus on erradicating welfare abuse. I have no problem supporting genuinely handicapped people...people who cannot possibly ever earn. If we carry on the current trajectory, there wont be enough taxpayers left to foot the bill for the lazy and the scammers. Nation-wide, we're diss incentivizing work, allowing/rewarding scammers. For example in social housing, families live there for 30+ years, rather than it being a temporary service til they get on their feet. People are leaning on the government as a permanent income solution. There should be forced gradual steps to get people self-sufficient.	
	Economic development. Employment opportunities which provide adequate incomes seem to be rather limited. I find salaries (even for those with higher levels of education) to be quite low (compared to other areas of the province).	
	Affordable housing	
	Bolstering creativity and creative solutions through empowering low cost opportunities. A few ideas here; I and many others would feel better, safer, and indeed more supported by and connected to our community if there was school zone speed limits on McConnell Ave, on account of the three adjacent schools side by each. A musical instrument rental program at the local library similar to those that they have in the greater Toronto area and elsewhere, and beyond this, perhaps an eventual goal of having a makerspace at the CPL. A local municipal tool library for artisans and contractors would also bridge the gap and ease entry into and across the workforce.	
	How they have become so far in arrears with budget monies! New Fire Hall, stupid Arts Centre, proposed new Police facility! Please stop the bleed!	
	High taxes paid for not much in return.	
	The homeless setup on the water and other areas	
	Reducing taxes and enforcing integrity within its own council.	
	Lack of safety throughout the town	
	Less spending on non issues	
	Crime rate is climbing more and more ... invest in programs to reduce crime rate ... get guns violence out of the city now before we all are at risk	
	Affordable Housing	
	Looking at ways to reduce taxes and grow the community.	
	Housing and not increasing taxes. Stop spending like drunken sailors.	
	Seeking diversity and belonging at all levels … consider new businesses, shift tourism focus from ‘tournament town’ to a community that gathers and invites others to join in (so it is not all about getting people into hotels and restaurants, but more about bringing people in to celebrate our community), take a hard look at how personal preferences impact council and city decisions, act to make our parklands for community again (and not homeless encampments where people can tent for free for 3 months and live with less bylaw restrictions than a homeowner).	
	Ensuring healthy living for residents. Housing, medical care, economic development that provides employment, infrastructure to support active living & cultural activities, staff to be able to provide services.	
	Housing Economic development	
	Housing affordability	
	Green,trees,grass,for domtar waterfront	
	Dealing with homeless people everywhere. Its ruining our parks.	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Taxes must be held at a lower rate, nobody is going to move here when they see taxes going up by 10% a year. Grants have to be cut . The water meter install, your staff can’t even give an answer on how much they will cost. You have a full City staff so why do you hire consultants for everything. Money just insn’t going to keep increasing from the tax base. Not sustainable..	
	Housing and rent caps. Citizens cannot continue paying thousands of dollars for low end housing. We would have more money to put back into local businesses and help the community thrive if we could afford to live.	
	Cut services. Cut taxes.	
	Stop changing what isn't broken ie: the brookdale traffic circle, leave it alone	
	Affordability in all areas for the residents of Cornwall. City is spending funds foolishly and it’s the tax payers who suffer. People can barely afford their homes, yet taxes keep going up. If the budget and spending plans were done properly, people could afford to live or at least get by!!	
	Municipal taxes for seniors home owner should and shall be less lowered do to the economic rise Reason there pension does not reflect the reality of today.	
	People need to rethink the darn compost program because too many people are having issues with fruit flies. They’re impossible to get rid of no matter what you do. We understand that waste management is important, but the compost program should be done differently back in my day when I was a kid, we used to just throw our compost outside in our backyard far enough away from the house. We need to bring that back if you wanna help the environment and also keep away fruit flies cause back when I was a kid when we used to do that compost outside in our yard. It worked no fruit flies because it was far enough away from our home nowadays You the city wants us to basically keep garbage in our home and it creates fruit flies, especially with old windows they’re able to get in if the compost bags are close enough to the house. Fruit flies are able to sneak in old windows and that is another thing we need a special program for people that you think are considered middle class. we are not freaking middle class. A lot of us are more poor than you think so you need to put a special program out for everybody not just the really really poor or the middle class or the high class. Everyone needs a special window program to help old houses get new windows put in and maybe that can also help with the fruit fly problem.	
	Protective services… police and fire services	
	Creating Jobs .. Help the homeless find affordable housings.. Lower Rental Cost .... Either have the abandoned buildings torn down or fixed up by the owners expense city looks terrible with all the boarded up places .... And also people need to clean up their yards ..	
	Public transportation. Many people heavily rely on it.	
	housing!	
	consider and reduce current large scale building projects, many of which are overbuilt (new fire station etc.) and many are way over budget ! manage projects better and more critically analyze needs versus wishes.	
	Stop spending so much of the budget on massive project like art centers and police headquarters	
	Logement abordable et aider au sans diminutive ke monten de nouveau arrive au canada pour avoir asser de Logement pour ces citizens de la ville	
	My real answer to the last question:I do not think this is an either or situation. Reducing taxes sounds helpful, but drastic service cuts would only weaken the city at a time when we need stronger infrastructure, better services, and a healthier local economy. At the same time, constant tax increases without accountability or strategic planning are not sustainable for residents or businesses. The City should focus on smart, targeted investments that actually generate economic growth and improve quality of life, while also reviewing operations to remove waste and improve efficiency. In other words, it is not about choosing between cutting services or raising taxes. It is about making intelligent, measurable decisions that build long term strength without putting unnecessary strain on taxpayers.	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Affordable housing	
	Affordable housing	
	Supporting low-income children and youth. Break the cycle.	
	Not sure	
	Getting good companies to invest here.	
	Side walk maintenance and bike paths	
	Stop cutting jobs to give people the means to live in the city	
	We majorly need residential addiction treatment services, which would likely have a positive impact on our unhoused community	
	Private investment.	
	Housing	
	The roads and public transportation on Sunday	
	Crime	
	Finding efficiencies in all departments.	
	Getting rid of the homeless in visual areas of the city. Provide an area for them with transit if needed. No need to be in city property	
	Single most important issue….quit spending money. In these economic times, be frugal. Stop handing out money to organizations just to keep them afloat. If they cannot survive on their own fundraising efforts, let capitalism reign.	
	Homeless population.	
	Do not increase property taxes, if the City continues to do so, those of us on fixed incomes will not be able to afford our homes, which would increase the homeless problem. Find the money by cutting the frills such as arts and culture. If the public wants these things let them pay for them. Tell the City treasurer to find at least 15% cuts, rather than letting her say it is not possible. In sum, Council and Mayor need to show leadership	
	Commit to a review of non-mandated services.	
	Waste water over flow going into our River...when will be stop polluting the water	
	Economic development.	
	Crime rates and Community policing.	
	Housing	
	Facing Cornwall the use of buildings empty for homeless and help services integration for them	
	Maintaining and improving city services and infrastructure.	
	Do not try to save money by reducing services. Yes I answered differently last page, but spending to stimulate economic growth has been done by the federal government for 15 plus years and has only set us back further from affordability. Those services that didn't not reach their top budget, reduc the budget to what they spent plus inflation, take left over to give to those that went over budget. Fix they way cornwall markets itself, through the public and the way the township does it. Invest in what the people are asking for and build a good sized reserve so when the time comes, you can assist the people without overspending and having to raise taxes higher than inflation every year.	
	Do a better job prioritizing projects and reducing the budget expenditures. Remember whose money it is you're spending!! All levels of government seem to get complacent with their responsibilities for budgeting taxpayer dollars	
	Housing affordability and availability	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	The single most important issue the City of Cornwall should address in the 2026 budget is fiscal responsibility and cost containment, specifically through a targeted, strategic review of staffing and administrative efficiency to deliver a tax rate residents can afford. A focus on reducing staffing doesn't necessarily mean mass layoffs; it means: Targeted Hiring Freeze: Not replacing non-essential positions as they become vacant. Service Review: Auditing departments to identify redundancies and opportunities for cross-training. Technology Investment: Investing in digital tools and software (e.g., in the Planning/Permitting department, as previously discussed) to allow existing staff to process more work efficiently, effectively increasing productivity without increasing headcount.	
	Economic development , waterfront,	
	Cornwall doit être une ville accueillante et verdissante.	
	Housing	
	Making serviced land and infrastructure ready for affordable multi-unit housing development.	
	The housing crisis for all citizens, not only the homeless population but the renting population, allow small homes/yurts in town. Build a tiny home community, build larger homes that can be offered as a rent to buy.	
	Make municipality development friendly and affordable.	
	Homelessness especially children and youth	
	People are starving and living outdoors. This MUST be resolved. Its a humanitarian issue.	
	As stated before. Hoarding is a huge barrier for our community. We need funding in hoarding to better support out community and keep our community housed.	
	Accountability from management and change where needed. Mismanagement of funds should NOT equal a pay raise. Employees, not management, deserve the increase.	
	The roads. It’s just awful driving my motorcycle in Cornwall. The roads are horrible.	
	Water front development	
	Green investment	
	Internal Waste within City Administration	
	Planning for the City's future to foster growth.	
	I believe the city should concentrate on making Cornwall affordable, green, and senior-friendly.	
	Reduce the cost for taxpayers	
	Stop gouging us. Take a pay cut. Remove useless councillors that are there for $$$ say no to the government. Wise up	
	Homeless	
	Develop on infrastructure for economic growth, attract more business and give subsidy to the business in taxes and industries and warehouses.	
	Transparency	
	Set aside funding for future waste management to be used when our present landfill closes.	
	Homelessness and the sustainability of homeowners to continue living in their homes.	
	Homeless	
	Housing and waterfront cleanup. I understand there is very little legally to remove the tent villages and homeless, but maybe there is something creative that can be done to have them relocate. But providing them showers that stuff like that within public use buildings that tax payers help support is not the answer.	
	The city needs to address the safety of residents in Cornwall. We should feel safe to walk on sidewalks in the evening and through our parks. I personally do not feel safe to do so and I am considered an able bodied person.	
	Homeless tent encampments in public areas	
	Residential taxes and water rates	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Affordability. I keep seeing housing and food is "affordable". This is ludicrous. I have worked in the same full-time private sector job for 25 years. Grocery prices have increased far more than the stats say. I cannot afford market rent & buying will never happen. Same for my single daughters - 1 with a govt job & 1 with a disability. Working families should not need food banks to put meals on the table & people should not be forced to live with strangers to make rent affordable out here in the real world.	
	Affordable living through tax reduction and housing people can afford.	
	City of Cornwall needs to be more accountable as to where our tax monies are being spent and stop wasting monies on things like art center that is not inclusive to every single Cornwall citizen. As a tax pay or I'm paying towards an art center that I will never use. Cornwall no longer feels like a safe place. The increase in crime, homelessness, and disorder in public areas is very concerning. I'd like to see stronger community safety measures and more visible stronger police presence.	
	Reduction or zero increase in property taxes through the reduction of non-essential services, focus on health, safety and homelessness. Show a sense of urgency and duty!	
	Low income support, higher paying jobs/job security.	
	Affordable housing, that includes city made low income housing, and also allowing for the ease of permitting for lower cost single dwellings(like the small houses along Vimy and those side streets between pitt and sydney) a lot of people who are full time employees cannot get a home because we are stuck in a rental trap making home ownership almost impossible. Most people don't want these fancy mansions being built they just want something they can start to put their own equity into.	
	Fire department reductions. Defund them.	
	Getting even remotely close to being on par with similar size cities. Cornwall is SO far behind some of it's peers in terms of offerings, infrastructure, tourism. It's embarrassing. If we make the city better and more appealing. Investment and relocation to the area follow. I challenge any city administrator to go to St Thomas. A town with less people that has more to offer in everyway. It's a low end comparison and they are still light years ahead.	
	Un petit peut de tous	
	Emergency services and road access into our city. Leaving the 401 at McConnell….it looks like a deserted city. Fix that area. On Boundary Road….widen it. Work with the counties. Get an overpass. This aligns with economic development	
	Housing and extra curricular activities for teens and young adults (keep them out of trouble due to increase of theft and vandalism)	
	Stop wasting tax dollars on vanity projects and climate change and focus on getting good jobs in the city	
	Lower property taxes	
	Toads and infrastructure	
	Stop wasting money, make it easier for entrepreneurs and small buisnesses to open up stores to much red tape. There was a bakery that wanted to open up but because the city put up blockers they were unable to open and took a loss on there own money trying to get posh nosh bakery up and running. It's not fare practice when our economy here needs new businesses to grow and provide jobs for people. Stop the burocracy.	
	I would like the City to stop financing the Art Centre. I do believe that this project; while important for a community; had gotten out of hand. We have a beautiful Aultsville theatre, local theatre companies and art groups....I feel the missing space needed for art groups is available in our current facilities	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Less focus on expensive subdivisions, more focus on multi-dwelling buildings and apartments that are affordable to low income individuals and families Promote, invest and work with local businesses on green initiatives especially those working in renewable energy fields Invest in community food gardens	
	Honestly - manage your budget better and with transparency. Actually LISTEN to the feedback from city counsel meetings and these surveys and do what the people ask instead of doing what you were going to do anyways…(ex garbage, water meters). Maybe hire some social workers to be on your city counsel and police forces if you want to deal with the severe social issues this city is facing.	
	Affordable housing	
	Housing. Get rid of tent city. Lets feel safe!	
	A better transportation system that allows our citizens to get around not just for shopping but to be able to keep employment. Many work on Sunday cannot get to work as taxis can be expensive and can cause a reduction in a household budget.	
	homelessness	
	Public safety	
	No Brookdale traffic circle redevelopment there is nothing wrong with that traffic circle	
	Building on the community knowledge and experience in planning not for profit initiatives to address the need for job creation and affordable housing while maintaining environmental sustainability.	
	Housing ! Drug rehab !	
	Affordable, safe housing.	
	Housing I initiatives that will help the unhoused and the underhoused to find safe and affordable places to live.	
	Bus services on Sunday. With so many immigrants wanting to go to a place of worship can't due to bus system	
	The homelessness crisis	
	We need to focus on affordable housing for everyone and reducing the homeless population numbers by creating more affordable housing spaces, create better services and enforce bylaw standards to discourage those who choose to live in public areas (ie. Parks) from littering garbage and used drug paraphernalia in public spaces, creating a dangerous and unsafe space for everyone to use. Expand service to protect the public.	
	More senior services	
	Housing and the homeless	
	Proactive policing such as increased presence as well as drug and gang enforcement, along with rebuilding the city culture and standards within its workforce, which will translate into a better city.	
	The current housing crisis, as a single parent working for the federal government I'm unable to afford or save for adequate housing. This shouldn't happen in 2025. My personal budget is balanced and at the end of the month I have barely enough to get by.	
	Keep property taxes down.	
	Focusing on reducing debt	
	Not getting rid of the almost only traffic circles in ontario left!	
	More affordable housing for SINGLE MOMS	
	Affordable housei g for seniors as we are a growing senior city	
	Cost of food and child care, and senior living budget	
	Cut taxes	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Getting more qualified drs to come to the city. It’s so hard to find a family dr	
	Getting homeless people out of the cold that are living in tents and getting them into housing! We have people that can't afford homes and are crashing at friends and families so they don't have to sleep in ours parks. People can't afford to live	
	Homelessness	
	Shelters for the homeless. And ensuring LTC has adequate nursing staff for our seniors to have exceptional care.	
	Healthcare	
	Affordable housing.	
	Removing tent "cities" Kon public property.	
	Affordable housing and try and care for the homelessness and safety.. actually have a functional police force that tackles the crime in this city and not just file police reports.	
	Crime.	
	Housing even though they’ll vote much needed housing units down and/or delay it years.	
	Lower property taxes	
	Spending over budget, make managers accountable for their spending. Stop wasting money on unnecessary projects or at least keep them in line with what we can afford.	
	Homelessness and public safety	
	Start making it easier for small businesses to thrive. They need more support.	
	I believe that city employees should be hire by qualification and best person for the job not DEI driven hiring.	
	The encampments that are taking over this once beautiful city, do not put addicts/homeless people near three schools how dumb of a decision, make housing affordable. Stop allowing people from big cities to come here jacking up our costs. For a city who wants their residents to stay in the city, you's sure do a great job to push the younger generations out of here!	
	Promote tourism make better use of waterfront to encourage tourism. Expand with recreational development of waterfront similar to what brockville has done.	
	We need to maintain services and suck it up, when it comes to taxes. The Mayor seems to be hyper-fixated on his own re-election as opposed to doing what's best for the city.	
	No comment at this time	
	Hospital waits we need more doctors and affordable housing	
	Affordability	
	Il y en a deux : logements abordables;	
	Less tax dollars being spent on city funded projects. Fix problems, stop putting up grandiose buildings (art center and fire station) that clearly spend our budgeted tax dollars. Bring a better local economy to justify our dollars being spent to city endeavors. We have a wasted waterfront, now occupied by encampments, that should be filled with businesses to encourage tourism and future growth.	
	figuring out a solution to get resolve this tent city situation	
	reduce staff where needed, mostly at the supervisor and above level.	
	reduce taxes and non life threatening services, such as heritage, culture, senior services, take these things away and focus on affordable housing which also means reduced City taxes.	
	Bringing businesses here. Making it easy for them to come. Cornwall has been described as “low cal”. Nothing here for people. We have to go to Ottawa or Montreal to shop for clothes and necessities. We don’t need anymore restaurants. All we have for people to buy clothes is Walmart and winners.	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	Find the root cause of tent city and get these people warm places to call home. Figure out what they need to become contributing members of society again. Do any of them want to work? What is stopping them? Do they need an address to apply to jobs? Can we offer them a mailbox with an address? Are there other services that could work?	
	Affordable housing	
	Affordable housing.	
	Homelessness, I agree they should have a safe space to sleep however directly across from a High school and 2 elementary schools is the worst thought out plan that I've ever heard of. Too many young children in my neighbourhood have to walk to Sacred Heart and I fear for their safety as well as my own children's safety once they are brought here. As well as the rise of crime and theft that will be brought into my currently calm neighbourhood.	
	Why does rent cost the same in Cornwall than it does in Ottawa? Fix that. Fix that and nothing else.	
	We don't need an art center , such a waste of tax payers money $20 million and counting!!! And please start listening to the community , we don't feel heard. You're spending at an alarming rate . In the end the taxpayers will be having to cover all this over spending by seeing their property taxes increase yet again . You think senior or young homeowner can afford this increase??? You think a landlord can afford more tax increase only to have to raise their rent yet again on tenants who can't afford the $1800-$2000 they already pay in rent. This city council is out of control with their spending , Cornwall can't sustain it .	
	Housing	
	Development of the waterfront	
	Discouraged from what has been happening over the last 6 years	
	Housing and the homeless crisis. Shelters and wrap around support.	
	Taxes are becoming unaffordable in this city time to quit spending on nonsense and there's been lots of it with the present council and administration!	
	The cost of living and addressing homeless by the water. I believe we should have a forgivable loan for first time home buyers to make residents want to stay living/buy in Cornwall to build our economy. (Prescott/Russell county & Leeds and Greenville have these programs which aids affordable housing and access to buy homes)	
	Housing crisis	
	Balance budget. Address the fact that a decision was made to buy the wrong size boards for the complex that will rule us out for any international games in the future	
	Tent city. Finding somewhere for the homeless so that they aren't taking over our parks and communities making them unsafe for our families	
	L'économie, créer plus d'emplois et plus de logements abordables	
	Communication of infrastructure projects - costs, delays, etc. Everyone will have an opinion on any spending however if proper communication is done, at least people are aware. They may not like it but they can't complain that everything is done behind closed doors or that no one knows what's going on.	
	Invest in development	
	We must address the Tent City culture and find a way to Eli this practice We also need to rein in the City Police and Fire budgets which have increased dramatically over the last decade	
	Stop wasting money, city streets are terrible, leave traffice circle alone, a waste of money again.	

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	The WHO, WMF, WBF, and the UN all want the same outcome and they are not shy about being transparent about the steps they've taken to set our declination askew towards such an end. A future wherein the shoulder communities are forced to make a choice between being producible arable farmland communities or mega metropolises. Stop gaps against surveillance state mindset and automation.	
	Safe Streets, Safe Waterfront	
	Housing. As a single parent it's a struggle and we should not be choosing between paying bills to keep a roof over our kids heads or feeding them. Like come on	
	Safety with Police & Emergency Services	
	Not overspending by millions. Holding those people accountable for their actions. Not laying off employees because managers overspend.	
	Housing affordability. People are starving, the prices of cars are insane and people can barely afford rent. It costs more than half of our income just to survive. Life isn't enjoyable when you essentially live to work because you can't afford to have any recreational hobbies.	
	I know this is a repeat of my previous answers, but citizens need to be heard — we are begging to be heard before this gets completely out of control. The single most important issue the City of Cornwall must address in the 2026 budget is the housing crisis. Every day, more families struggle to find safe, affordable places to live, while council continues to pour millions into projects that do little to help the people who need it most.	
	Housing crisis and homelessness issue	
	Taxes are too high. People are barely getting by and the city keeps taking with much not returned.	
	No affordable housing available, which has created our homeless people in the park issue.	
	The homelessness in Cornwall and the prices of housing.	
	Priorize what needs to be done, then ensure significant progress on the top 2-3 items	
	Cleaning up the city - deal with tent communities, continue working on our waterfront, fill or repurpose vacant buildings	
	housing	
	Youth programs for our future	
	Excessive spending ,taxes government impediments to growth.You should be doing everything to help and speed up projects.There should be better supervision onprojects(the Art centre) I think this is good for economic development but these guys are doing hardly any work on a day to day basis.The lawyers who didn’t put any penalties for slow work should be fired	
	Pathways to partnerships to get more done for less. This will allow you to do more for housing!	
	Le nombre croissant de sans-abris à Cornwall.	
	Affordable housing in appropriate areas.	
	city growth	
	Housing	
	Keeping our city clean. Pushing on helping homeless get a place to live. Getting started by them accepting a place given to them and not filling our public grounds with tents and garbage. Most choose not to get help for different reasons one being they can save money.	
	Take a good hard look at your departments and stop spending so much on consultations. You can reduce the budget AND maintain services if you focus on efficiency rather than cuts.	
	Affordable housing prices.	
	Stop WASTING MONEY. Stop the hemorrhaging of $ withe the Art Center. JUST STOP IT. STOP the roundabouts insanity....the Water Meters are another unneeded atrocity...too late for that. LISTEN TO THE CITIZENS. You were elected to Represent.	

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	A required change in direction in order to cut costs and reduce taxes. Stronger council leadership and decision making	
	Attracting new business to invest in the community, increase jobs, and attract more Canadians to discover all the city has to offer	
	Transportation, commerce, sport activities for people for free	
	Balanced budget, less taxes, reduced red tape and costs to build.	
	Roads ans infrastructure- as well as safety and security	
	Homelessness	
	Spending Budget should only increase rate of the cost of living. I got 2.2% increase. City increase is 3x more. The gap keeps widening. Keep it up and I'll be moving to tent city. Can't believe all the money you will spend on converting Brookdale circle. It has become a problem since the turnabout at 13th and Sydney. Myself I have been cut off by someone driving the circle as a turnabout.	
	Stop acting like we are Ottawa. We don't have the same income level as the bigger cities. Stop gouging taxes and support the needs of the residents like housing or shelters. It's out of control I can't afford to own a house. I have to rent	
	Don't fix something that isn't broken. Unless there have been an excessive amount of crashes that have not been reported, what's the point on changing the Brookdale traffic circle to a round about?	
	Male suicide and support for male victims	
	Reduce spending	
	Cost of living An groceries	
	Equity and reconciliation	
	Housing	
	Capital Spending	
	Lower home rental costs.	
	Economic growth.	
	Affordable housing and reduce rent	
	Housing costs. I have a good paying job for this area and I still need three weeks of full pay JUST for my rent. And it's NOT a large or fancy place.	
	Our average household income is $15,000 below the provincial average. In addition to housing, I think we need a major shake up in our economic development department.	
	The city should review the salaries of city workers/management and see where cutbacks can be done at the higher levels, or unnecessary overtime.	
	Housing is a crisis not only in Cornwall but all across Canada so sadly this must be looked at as an important issue, BUT I firmly believe it needs to be done within the City's capacity and within a pre-approved annual budget. When it comes to homelessness, helping within our capacity is most important. Other communities have created a cap , benchmark of sorts to 50 individuals. The goal is to help the homeless so they can graduate to public housing so with that said we should creat a cap and a budget that is fair but not excessive	
	Tax reductions	
	No comment	
	Getting reimbursed from the Liberal government for dumping hundreds and hundreds of illegal border crossers and fake assylum seekers in Cornwall.	
	Homelessness. We have lots of vacant building and lots that should be used/refurbished for this use.	
	Rent	
	The housing and homelessness affecting our community	
	Affordability of housing. It seems like a human right, regardless of circumstance.	

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	The cost of water meters and the impact on households.	
	Until we care for our homeless we should not be spending a vent on the art centre... it's a moral imperative that we house people. No one should be living in a tent while we spend millions on a ridiculous building	
	Get rid of these camps tent encampments. I went once to the water and was accosted by the homeless. I'm scared to bring my family there.	
	Health Care	
	road repair	
	get certain districts cleaned up, give financial support so that vacant commercial buildings be transformed to affordable housing	
	Service levels through efficiency	
	Infrastructure for growth	
	Doctors health care	
	Don't put emergency housing in between 3 schools.	
	The stability of the taxes. you may not need to reduce services to hold the line. but the services you deliver need to be much more efficient than they are at present.	
	Removing bicycle lanes to get traffic flowing properly.	
	Improvement of roads, lightings, and sidewalks. Including maintenance	
	Lower the taxes for senior citizens and I'll be really frank with yourselves these water metres I'll tell you right now. I'm going to one of the meetings I do not want a water meter in my house	
	I believe the City should concentrate on keeping taxes low and reduce unnecessary spending for example changing the traffic circle to a round about on Brookdale is completely unwanted spending of tax dollars as is water meters. Not raising taxes is what every resident wants and needs right now to keep things affordable.	
	Hopelessness	
	Tents in our parks, homelessness	
	Housing.	
	Low rental housing	
	Economic development.	
	A focus on return to basic services such as investing in the jewel of the GlenStorDun Lodge. Stop with the private special interests activities such as painting crosswalks for the issue of the month! Stop donating taxpayers money to private groups! Ensure our elderly, citizens who built the City are adequately cared for! And reduce all the waste currently happening with the fire department!	
	Housing. Would it not be possible to create shared housing, like student housing but for adults?	
	Road repairs Stop wasting money on the arts centre Cornwall can't afford 10 million dollar building	
	Listen to the volters	
	Necessary services. Health, housing.	
	Affordable housing/homelessness.	
	Homeless people.	
	More Staffing for Cornwall Fire Services	
	Homelessness and crime	
	Housing	
	Homelessness	
	Homelessness and tent cities for the safety of the residents. We have empty buildings in this city that should be changed into accessible temporary housing for those who need a place to stay. We should have a safe place. Not a permanent residence, but a safe haven for people seeking refuge from drugs	

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	think before spending tax payer $ the new fire station is beautiful but we did not need the cadillac version now the city cannot hire more men because they have no more money to spend. Before building the new police station go with a resonable amount that meets all the requirements for the new station. And for the art center do not spend anymore $ on that white elephant.	
	Keeping our tree canopy. This affects our water use, our energy use, our ameliorating climate change, our air quality and the aesthetic value of living in this city.	
	Housing, employment. More drug and addiction facilities. The problem is only getting worse	
	Keeping costs low. Not increasing taxes and rates	
	finding a solution for the homeless population	
	Conditions of our waterfront. It’s embarrassing. Brockville has figured out what to do with their waterfront, even Prescott. But not us.	
	While a Climate Change resilience plan is a nice thing to have (for $100,000 paid to a cookie cutter consultant), no operating funds can be found to clean out the storm water retention ponds the City owns and supposedly operates. The Leitch McLennan SW pond is full of sediment and is in part to blame for millions of dollars of stormwater related flooding in Sunrise Acres and EastRidge subdivisions. STOP HARDENING the catchment area to this pond!	
	Homeless shelter.	
	Invest in our youth and rectify our homeless issues	
	Affordable housing. Solutions that give low income residents a warm, safe place to live instead of tents by the St Lawrence.	
	Handling the homelessness popping up in the crown jewel park in our city by opening a homeless shelter	
	Enticing family doctors to open clinics in Cornwall.	
	Housing	
	No art center or new police station.	
	Safe communities but that means pushing the Federal government to change the current bail system. Take money from less important things like DEI, Arts, and Net Zero and put it into law enforcement.	
	Homelessness. This has to be addressed better.	
	Addressing the level of poverty in Cornwall	
	Housing seems to be a large issue	
	Homelessness’s/drug crisis	
	The city’s employee complement needs to be addressed. Over the last 2-3 years, there has been an increase in positions within various departments but the increase has not translated into efficiency in services. In some cases these positions were in place in the mid 1980’s early 1990’s and through the subsequent years were eliminated and now they are being reintroduced into the budget.	
	Overspending on stupidity. Like the arts center. Where did the 20 million go?	
	Property taxes have become expensive and the city should be careful with that to make sure there will never be a sudden big spike/increase as that will surely push some home owners out of ownership	
	Homelessness in our beautiful lameroux park, no one likes going anymore. They have ruined it. Also the new facility being built by St.Joseph high school and the elementary schools. Should not be built near the school and the residential area .	
	Stop wasting tax dollars ex arts center new roundabouts...the side walk in front of my house has been in decay for years still not fixed yet you raise our taxes every year	

Q12	What is the single most important issue you believe the City should address in the 2026 budget?	Quelle est, selon vous, la question la plus importante que la Ville devrait aborder dans le budget 2026?
	People who are in houses now keep seeing their taxes going up substantially every year. However, salaries do not keep up and this is well known. The city can't keep coming to us saying "everything is costing more" and forcing us to pay more and more in taxes, which is making it more and more difficult for us to be able to remain in our homes or constantly cutting elsewhere to pay for the city's updated taxes.	
	The city needs to be cleaned up. The waterfront has begun to feel unsafe. I would not want my wife or kids walking alone down there with sketchy people living in tents.	
	Cost of living is too damn high; rent, taxes, groceries, absolutely EVERYTHING is too damn expensive! People who have lived here their whole lives cannot afford to live here anymore and you want to bring in more people to suffocate our citizens more? I get that this is a survey for the city that is cared for so much but who is supposed to be caring about the life long residents in the city? As far as most of us can tell nobody cares about Cornwall's citizens, just care about showing off the city to the rest of the province. Disgusting.	
	Growth via jobs	
	Growth is coming for this community. Our city council has not done enough to keep us moving forward and relevent. Such projects as Great Wolfe Lodge will change the face of this community. I believe being ready for such an influx of visitors is paramount. Not only will these add hundreds of jobs through the build of that site and others, but we will have a couple of hundred of jobs that come along with that. Makings sure we have the housing ready for these jobs will help us to grow our city in lieu of people having to move to the counties to find housing.	
	Enforcing property standards for homeowners, businesses and especially income properties. Most of our city is run by slumlords and has given our city a bad reputation. Run down buildings doesn't encourage tourism.	
	A city first, 75 million over budget in 2025. Staffing, programs, and services will suffer for many future years. Salary freeze for Managers and above for a minimum of 5 years.	
	Housing	
	Take a look at what their core services should be and forget the fluff	
	Economic development	
	Waterfront development could change the future of Cornwall, but because of poor leadership it has not.	
	Homeless	
	Lower taxes	
	The major increase in rent and homelessness	

Q13	Are you a resident or business owner in the City of Cornwall?	Êtes-vous résident(e) ou propriétaire d'entreprise dans la Ville de Cornwall?
	Yes/Oui - 406	
	No/Non - 22	

Student Survey

Q1	Which City services or features have the biggest impact on your life as a student?	Quels services ou caractéristiques de la Ville ont le plus grand impact sur votre vie en tant qu'étudiant(e)?
	Parks;Sports facilities;Summer student jobs;	
	Arts and cultural event;Summer student jobs;Libraries and study spaces;	
	Summer student jobs;Libraries and study spaces;Parks;	
	Environmental and sustainability projects;Sports facilities;Parks;	
	Public transit;Libraries and study spaces;Sports facilities;	
	I'm not a student;	
	Libraries and study spaces;Public transit;	
	Parks;Public transit;	
	none;	
	Parks;	
	Arts and cultural event;Libraries and study spaces;Parks;	
	Parks;Sports facilities;Summer student jobs;	
	Sports facilities;	
	Summer student jobs;	
	Environmental and sustainability projects;Parks;Public transit;	
	Environmental and sustainability projects;Sports facilities;Arts and cultural event;	
	Summer student jobs;Parks;	
	Summer student jobs;Public transit;Parks;	
	Parks;Summer student jobs;	
	Parks;Summer student jobs;Public transit;	
	Environmental and sustainability projects;Libraries and study spaces;	
	Parks;Summer student jobs;Public transit;	
	Sports facilities;	
	Summer student jobs;	
	Parks;Summer student jobs;	
	Installations sportives;Parcs;Transport en commun;	
	Summer student jobs;Sports facilities;water park;	
	Public transit;	
	Parks;Public transit;	
	Bibliothèques et espaces d'étude;Emplois d'été pour étudiants(es);Installations sportives;	
	Summer student jobs;Public transit;Parks;	
	Summer student jobs;	
	Parks;Sports facilities;	
	Libraries and study spaces;Public transit;Summer student jobs;	
	Summer student jobs;	
	Sports facilities;	
	Parks;Sports facilities;Safe parks and paths to walk on at night. Most female feel unsafe walking down the bike path by	
	Libraries and study spaces;Public transit;Summer student jobs;	
	Environmental and sustainability projects;	
	Sports facilities;	
	Parks;	
	Summer student jobs;	
	Parks;Sports facilities;	
	Summer student jobs;Public transit;Arts and cultural event;	

Q1	Which City services or features have the biggest impact on your life as a student?	Quels services ou caractéristiques de la Ville ont le plus grand impact sur votre vie en tant qu'étudiant(e)?
	Sports facilities;Summer student jobs;	
	Emplois d'été pour étudiants(es);Événements artistiques et culturels;Bibliothèques et espaces d'étude;	
	Libraries and study spaces;Sea cadets ;Summer student jobs;	
	Summer student jobs;Arts and cultural event;Parks;	
	Libraries and study spaces;Public transit;	
	Summer student jobs;Libraries and study spaces;	
	Clean streets sidewalks ;	
	Sports facilities;Summer student jobs;	
	Parks;Sports facilities;Summer student jobs;	
	Libraries and study spaces;	
	Arts and cultural event;Sports facilities;Libraries and study spaces;	
	Sports facilities;Parks;Libraries and study spaces;	
	Parks;Libraries and study spaces;	
	Parks;Libraries and study spaces;	
	Summer student jobs;Public transit;Environmental and sustainability projects;	
	College program availability ;	
	Libraries and study spaces;Arts and cultural event;	
	Parks;Sports facilities;	
	Parks;Sports facilities;Summer student jobs;	
	Public transit;Summer student jobs;Parks;	
	Parks;Environmental and sustainability projects;Arts and cultural event;	
	Summer student jobs;	
	Environmental and sustainability projects;Summer student jobs;	
	Sports facilities;Summer student jobs;	
	Bibliothèques et espaces d'étude;Emplois d'été pour étudiants(es);Événements artistiques et culturels;	
	Summer student jobs;Sports facilities;	
	Libraries and study spaces;	
	Parks;Environmental and sustainability projects;Arts and cultural event;	
	Parks;	
	Summer student jobs;Libraries and study spaces;Parks;	
	Arts and cultural event;Public transit;Parks;	
	Installations sportives;Emplois d'été pour étudiants(es);Parcs;	
	Projects environmentaux et de durabilité;Transport en commun;Parcs;	
	Summer student jobs;	
	Parks;Public transit;	
	Sports facilities;Arts and cultural event;Libraries and study spaces;	
	Parks;Libraries and study spaces;Arts and cultural event;	
	Summer student jobs;Public transit;Sports facilities;	
	Sports facilities;Libraries and study spaces;	
	Sports facilities;	
	Parks;Sports facilities;	
	Libraries and study spaces;Parks;Sports facilities;	

Q2	If the City needed to save money, what should it spend less on?	Si la Ville devait économiser de l’argent, sur quoi devrait-elle dépenser moins?
	The art center.	
	taxes	
	Unnecessary roundabouts! What a disappointment	
	Arts centres	
	malls	
	Arts	
	to get homeless people in a shelter with food	
	Sports facilities and arts and cultural events. Those items should be paid for by the people who want to use them.	
	The art center on pitt st . That money could be better spent on activities for students and teens to stop them from doing the wrong things .	
	Arts Center	
	Environmental projects. The amount of money spent on the green bins, garbage and waste seems like money could of been saved	
	restaurants and fast food	
	taxes	
	i don't know	
	Review of upper management salaries. 216k as a STARTING salary for a CAO is disgusting.	
	Environmental and sustainability projects.	
	Arts and culture , lots spent there already	
	Padstow, Fowey, and Marazion	
	Des condos.	
	idk	
	Arts	
	Spending money on the are gallery on Pitt st, what a complete waist of money	
	Things we dont need more things for teens and kids to do less of stuff we dont need like art museums that we are not interested in	
	Arts Centre	
	Roads	
	Not building anymore round abouts,until they finish building affordable housing.	
	it should spend less on thexart gallery that has soaked up millions of our dollars with no end in sight	
	nothing	
	less restaurants	
	The stupid traffic circle just leave it, people can’t go around it right now can you imagine if it’s round about	
	Stop waiting money for example new roundabout when existing traffic circle is just fine.	
	Taxes the art gallery useless alderman think before they spend water meters listen to citizens instead of deciding buy themselves	
	Upper management and administration	
	What matters least are programs that don’t benefit the greater good . Art gallery is nice but what percentage of the population in are city is going to partake in something like that . When you could easily start a city run daycare / more funding for old folks . Fixing parks . Installing cameras , investing in our police force and cracking down on crime . Make our city not a hub for crime and scandal	
	Business welfare. Let businesses support themselves. since they keep their profits they should pay their expenses. Art and cultural events.	
	No need to waste all that money on an art gallery or re doing the trafic circle on brookdale.	
	certain tourist events	
	this is so i can submit the answers	
	You should spend less on school	

Q2	If the City needed to save money, what should it spend less on?	Si la Ville devait économiser de l’argent, sur quoi devrait-elle dépenser moins?
	Je ne peux pas penser à quelque chose pour l’instant.	
	idk	
	Low income housing	
	we dont need a lot of parks	
	all of the like toddler/younger kids facilities.	
	baby	
	New city facilities. Focus on what the public and citizens are in need of first.	
	school idk tbh	
	Re-designing the brookdale round-about, it is the best around already. Leave it as is, re-pave if you wish but not re-design. Also stop lowering speed limits it already takes too long as it is to get across town from the highway.	
	Les arts	
	Climate scams,Diversity and Inclusion programs,Garbage Collection programs,Water meters…so much wasted money …I	
	Art centre	
	Construction	
	Arts	
	Arts and Cultural Events	
	nothing matters the least to me	
	Landscaping, consultants, arts	
	Changing the trafic arround for no specific reason.	
	Not sure where it all goes to	
	Sur les réparation des rue non nécessaire ou arrêter de faire des roundabout à chaque nouveau coin de rue.	
	Les salaires	
	Less on unnecessary road work (roundabouts) more on accessibility in town for disabilities (physical and developmental)	
	Arts projects tonic we don’t need.	
	Perhaps city officials salaries. The public shouldn't have to suffer or lose services (especially tax payers and low income) while others get fat off of tax money. Worry less about attracting more rich people to milk and more about the people who have been here for 30+ years loyally.	
	Less on fast food chains. Tim Hortons and Starbucks.	
	Water meters	
	Construction and museums. More on sustaining the education of our community.	
	Arts/culture	
	Build a big furnace burn All garbage except tin but this on the street instead of salt and rock	
	Elderly programming. More programs for youth. Cheaper sports.	
	sports facilities!	
	Arts Centre - 💯	
	Le projet du centre d’arts, nous avons déjà le Aultsville ainsi que l’école secondaire St Joseph avec des espaces utilisables.	
	art and cultural	
	Umm... IDK	
	Art museum on Pitt Street	
	no clue I don't live in Cornwall	
	Items that are not on wish list and more on need list	
	food	
	The Arts Centre on Pitt Street. Why does the city need to spend over 20 mil on an “activity” citizens do in their own home. The money being spent is a waste of tax dollars. The current curb appeal is an eye sore. The front entrance is messy, unappealing even though the building is under construction for the past, five years so far? Also, Cornwall isn’t known for the arts, we don’t live in major metropolitan areas like New York, Toronto etc.	

Q3	How do you usually find out about City events, services, or opportunities?	Comment découvrez-vous habituellement les événements, services ou opportunités offerts par la Ville?
	Social media;	
	Social media;	
	Friends or Family;	
	Friends or Family;Posters or flyers;	
	Médias sociaux;Site web de la Ville;Amis ou famille;	
	Social media;	
	Social media;Friends or Family;	
	Social media;	
	Friends or Family;	
	Social media;	
	Social media;Posters or flyers;Newspaper;Friends or Family;City website;	
	City website;Social media;Friends or Family;Posters or flyers;school;	
	City website;Social media;Friends or Family;	
	Social media;	
	Friends or Family;Social media;	
	Médias sociaux;Amis ou famille;	
	Friends or Family;Posters or flyers;	
	City website;Friends or Family;	
	Friends or Family;Social media;	
	Social media;	
	City website;Friends or Family;Social media;	
	City website;Social media;	
	City website;Social media;Friends or Family;	
	Social media;	
	City website;Social media;	
	Social media;	
	City website;Newspaper;Social media;	
	City website;	
	Social media;Friends or Family;	
	Médias sociaux;Journal;Affiches ou dépliants;	
	Social media;	
	Friends or Family;	
	Social media;	
	Social media;	
	Posters or flyers;	
	Social media;	
	Social media;City website;Posters or flyers;	
	Friends or Family;Social media;	
	Social media;Newspaper;City website;	
	Social media;Friends or Family;	
	Social media;Friends or Family;	
	Friends or Family;Social media;City website;	
	Social media;	
	Social media;	
	Médias sociaux;	
	City website;Social media;	

Q3	How do you usually find out about City events, services, or opportunities?	Comment découvrez-vous habituellement les événements, services ou opportunités offerts par la Ville?
	Social media;	
	City website;Social media;Friends or Family;	
	Social media;Newspaper;Friends or Family;	
	Social media;Friends or Family;	
	Friends or Family;	
	Friends or Family;Social media;	
	Friends or Family;Posters or flyers;Social media;	
	Friends or Family;Social media;City website;	
	City website;Social media;Friends or Family;	
	Friends or Family;Social media;	
	Social media;	
	Médias sociaux;	
	Social media;City website;	
	Social media;	
	Social media;Friends or Family;	
	Friends or Family;Social media;	
	Social media;	
	City website;	
	Social media;	
	Social media;Friends or Family;	
	Médias sociaux;Amis ou famille;Affiches ou dépliants;Site web de la Ville;	
	Friends or Family;	
	Social media;Friends or Family;	
	Social media;	
	Social media;	
	Social media;	
	Friends or Family;	
	Social media;	
	Social media;Friends or Family;	
	Friends or Family;Social media;	
	Social media;	
	City website;	
	Friends or Family;Posters or flyers;	
	City website;Social media;	
	Social media;	
	Friends or Family;	
	Friends or Family;Social media;	
	Social media;	
	Friends or Family;Social media;	

Q4	Do you have any other ideas to make Cornwall a better place for youth?	Avez-vous d’autres idées pour faire de Cornwall un meilleur endroit pour les jeunes?
	More parks and more places to hangout without loitering	
	More mental health resources, expand the youth hub	
	idk	
	We need a play ground at the terry fox memorial park	
	More events	
	We need more variety in sports activity indoors in winder and an out side rink /lacrose field at Benson which would be a minor expense	
	Avoir des meilleurs ressources/nouvelle activité pour donner quelque chose à faire au jeunes dans la ville.	
	-More activities for kids age 10 to 18 -More activities for Cadets	
	Create more youth oriented opportunities	
	More places for youth and young adults to go safely have fun. More activities more opportunities to do things. Instead of hanging around parks and roaming the streets we need places to hang out and have fun	
	Student placement opportunity with local businesses	
	Put more effort into maintaining parks. King George hasn't been upgrades in ages. Everything has graffiti. Slides damaged. Teens going there to do drugs while my niblings want to be at the park	
	More inclusive, less about social justice and more about things for people to do.	
	Indoor activities park or arcade.	
	no sadly	
	Read above paragraph	
	An arcade or somewhere that teenagers can hang out and have fun at a reasonable price.	
	Utiliser notre bord de l’eau. Une espace incroyable avec plein de potentiels. Restau, Parc et magasins.	
	Some of the empty buildings make it skateboard or acarde or other activities that youth asked them	
	A full youth facility that includes a place for graffiti artists to express themselves and also hold various yout events	
	no	
	Na.	
	not sure	
	Engager plus de policiers pour contrôler les crimes et la drogues	
	take out all the bad people and by making all the parks have that nice ground so if you fall you won't get hurt and get more parks and by making the movies cost less and the food	
	Indoor meeting areas open on weekends, free facility use spaces at designated times, parking and maintenance at local parks, community building events targeted to youth and young families	
	Jobs for people that are 12 and older	
	Safer parks, and more police presence in the east end.	
	more parks	
	Write tickets to people that park in the bus lane in front on St Joe's and fine people that don't wear bike helmets	
	I would like a lot more fun things for us youth stuff	
	More activity at aquatic centre	
	more outdoor rinks, allow more people to volunteer to run the rinks. maybe let somebody make maple syrup from our maple trees, get kids involved with the process	
	Avoir des activités variées…des danses, des endroits à fréquenter juste pour les élèves comme des arcades, un mini-putt intérieur,	
	to fined homeless homes	
	Offrir plus d’activités qui ont rapport avec la jeunesse. La ville devrait consulté les jeunes dans divers secteurs de la ville pour avoir un meilleur concensus de qu’est-ce que la ville pourrait faire.	

Q4	Do you have any other ideas to make Cornwall a better place for youth?	Avez-vous d’autres idées pour faire de Cornwall un meilleur endroit pour les jeunes?
	no?	
	Open areas where youth can go and not spend money.	
	We need kid friendly activities	
	more stores that are popular like nike crumbl and many more	
	Safe hand out spaces like arcades,or affordable or free crafts and music activities	
	More Splashpads, Maybe Indoor playgrounds, Maybe a Waterpark.	
	More state of the art outdoor facilities!	
	No	
	Do better for mental health. Make an effort to make help available instead of just saying you will.	
	Skating rink	
	Create a study hub in the library, put fast food restaurants and comfy , rentable spaces to study or work on projects inside. If people can eat, nap, study in 1 space they are more likely to use it. Or else why not just stay home. Offer more shows and events geared to 19+. Use the port, or other venues to host DJs and club nights. You already do beer tent and rock shows, but theres a gap in younger adult oriented events.	
	More indoor and outdoor sports facilities.	
	jobs at 12 and older	
	Cancel the Arts centre renovation and use that to upgrade the Aquatic Centre and city parks.	
	unfortunately, not	
	make an initiative to have more spots for youth to hangout / more youth centered stores, areas, and activities	
	More safe activities / hubs geared for youth between the ages of 14-20	
	Provide more job opportunities for students. As well as more opportunities for students who just graduated to obtain municipal positions at a wage that they can live in Cornwall with.	
	To many people	
	More places to hang out	
	Make a youth targeted separate social media page in instagram . Any youth focussed events and activities share on that page, but not with all the other things that teens don’t want to see this will help them be convinced to follow the page and learn more about youth, targeted activities, and events.	
	Providing more safe spaces … possibly developing an arcade in a monitored area (like the mall)	
	more fun stuff	
	More mental health options, subsidized activities and jobs!	
	Invest in public activities.	
	We need more family doctors since we are missing family doctors due to the shortage, we have barely any family doctors	
	Avoir plus d’endroit naturel au sein de la ville. Avoir des endroits où qu’il y a des jardins communautaires et des arbres fruitiers pour améliorer la situation de l’insécurité alimentaire. Développer plus de bloc appartement en hauteur et	
	More for the youths help the poor in sports	
	baby	
	Find more stuff for them to go. Game hubs, arcades, dances.	
	More engaging sports activities to integrate the youth in a positive manner. Crente a park in the City for them with	
	Make this town safer by increasing police presence, and putting up morw housing to decrease tent cities. Especially in	
	to add Solar panels	
	More places for older kids to hangout without it being filled with toddlers, or people loitering around.	
	No	
	No	

Q4	Do you have any other ideas to make Cornwall a better place for youth?	Avez-vous d’autres idées pour faire de Cornwall un meilleur endroit pour les jeunes?
	a rage room	
	Make safe spaces for teens to use amend the skate park,	
	Love the bike paths that make it easier to get around the city. Public swimming is always fun and keeping times open for public swimming gives students something to do.	
	Create jobs for young people	
	Attract more businesses, organize teen sport leagues,	
	Game places would be nice or places teens can hangout and have fun in	
	Get more conservatives involved	
	Add more parks, sports facilities	
	Clean up homeless camps by curling club	
	Soccer dome.	
	IDK	