



# 2021

## Draft Operating & Capital Budgets



# City of Cornwall – 2021 Operating and Capital Budget

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

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

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

City Council expresses the community's priorities for municipal services and infrastructure as well as the City's legislated requirements through the City's annual budget. It considers the desires and needs for services and infrastructure alongside the responsibility to preserve the long-term financial health of the City.

At the centre of all these decisions are the residents and businesses – and the level of property taxes needed to support the community. The 2021 budget reflects an effort to maintain existing service levels in the context of the financial pressures associated with the COVID-19 pandemic, while respecting the ability of residents and businesses to pay for municipal services and infrastructure.

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

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

Services/programs include:

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

The 2021 budget is planned as a normal budget year with no reductions to revenue or increases in expenses due to the COVID-19 pandemic. The City will continue to face many financial pressures related to the pandemic in 2021 including the loss of revenue from transit operations and recreation user fees, as well as increased costs for personal protective equipment (PPE), cleaning supplies, screening, and minor renovations to support physical distancing. The City will use Safe Restart Agreement (SRA) funding to offset any variances. Staff will continue to monitor the budget compared to actuals in order to mitigate any major variances.

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

## 2021 Budget Process Overview

Each year, staff put forward a preliminary budget for Council review. The Financial Services department coordinates the development of the budget document annually in conjunction with all City departments. All departments and the Senior Management Team worked collaboratively to prepare the 2021 budget. The 2021 budget is the result of an extensive process undertaken throughout 2020 and includes a review of both operating and capital budgets and the 10-year capital forecast. The budget division oversees the process from departmental submissions through to publication of the approved budget document by Council. As part of the budget process, this division also coordinates budget submissions from Community Partners (EOHU, RRCA, Library, etc.).

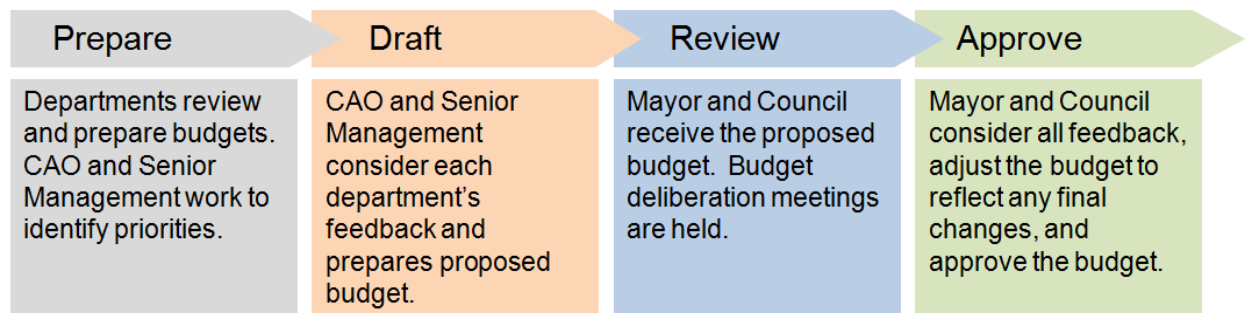
The development of the City's budget is based on several supporting plans/documents: Asset Management Plans (FCapX, 2016; Dillion and Watson, 2014), Long-Term Financial Plan (KPMG, 2017), the Development Charges Background Study (Watson, 2017), the Financial Condition Assessment Review (BMA, 2019), the Water and Wastewater Financial Plan (Watson, 2020), and several departmental master plans.

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

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

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

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



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

## Council's Strategic Priorities 2019-2022

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

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

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

**Priorities:**

- Developing waterfront through ownership, partnerships for business, recreational opportunities;
- Attracting, enhancing workforce that meets demands of local employers;
- Growing quality of housing stock, including affordable housing;
- Economic development and pursuing diverse population growth of 50,000;
- Being leaders in sustainability and climate change impact.

## Long-Term Financial Plan

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

The LTFP is designed to encourage progress towards the City's long-term financial goal of sustainability. Together with the City's strategic plan, Asset Management Plan (AMP), water/wastewater plans, and annual budgets, the LTFP is an effective component of the



City's budget development and an integral part of ongoing planning efforts that support the delivery of community services.

The LTFP will assist the City with:

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

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

The Financial Services department updates the LTFP every year after the budget is approved.

## Asset Management Planning

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

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

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

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

- Prolonging asset life and improving decisions about asset rehabilitation, repair, and replacement;
- Meeting consumer demands with a focus on system sustainability;
- Setting rates based on sound operational and financial planning;
- Budgeting focused on critical activities for sustained performance;
- Meeting service expectations and regulatory requirements;
- Improving responses to emergencies;
- Improving the security and safety of assets;
- Reducing overall costs for both operations and capital expenditures.

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

## Asset Management Planning Regulation

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

### Phase 1: July 1, 2019

Municipalities to finalize a strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance, and other municipal planning activities.



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

### Phase 2: July 1, 2021

Municipalities to approve an AMP for core assets that identifies current levels of service and the cost of maintaining those levels of service.

The next upcoming reporting milestone will be due on July 1, 2021: an AMP covering a municipality's core infrastructure (roads, bridges and culverts, water, wastewater and stormwater management systems).

In order to meet the requirements of the regulation, in 2020 Council approved a project to complete an AMP for the City's core assets.

The AMP will include current service levels, asset performance, condition, age, replacement cost, 10-year lifecycle costs, and funding required to maintain those service levels.

The AMP Request for Proposals (RFP) is currently being developed and will come to Council for approval.

The work will be completed over the next six months and the AMP will be presented to Council prior to the deadline of July 1, 2021.

### Phase 3: July 1, 2023

Municipalities to have an approved AMP for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.

### Phase 4: July 1, 2024

Municipalities to have an approved AMP for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes the identification of proposed levels of service, the activities required to meet proposed levels of service, and a strategy to fund these activities.



# Operating Budget

The operating budget includes resources for the day-to-day costs of delivering municipal services to residents. Costs associated with the delivery of services include salaries, contracted services, fuel, utilities, building materials and supplies. The operating budget also includes principal and interest payments (debt charges), transfer payments (RRCA, EOHU, etc.), and transfers to reserves.

The City's 2021 operating expenditures of \$179,258,389 is an increase of \$4,188,525 or 2.39% when compared to the 2020 budget. The 2021 budget operating expenditures by category are as follows:

- Salaries and Benefits: \$82,789,996, an increase of \$1,760,966 or 2.17%
- Purchase of Goods: \$10,646,536, an increase of \$183,492 or 1.75%
- Services and Rents: \$32,127,088, an increase of \$140,865 or 0.44%
- Financing LTD Principal and Interest: \$5,417,860, an increase of \$1,013,567 or 23.01%
- Insurance: \$1,182,960, an increase of \$240,533 or 25.52%
- Financial and Transfers: \$47,093,949, an increase of \$849,102 or 1.84%

Funding for the services delivered by the City stems from three main sources: property taxes, grants, and user fees. Some grants, such as Ontario Municipal Partnership Fund (OMPF), can be applied towards general operating expenditures. However, most grants can only be used to fund specific programs, such as, Ontario Works, Child Care Services, Social Housing, Paramedic Services, and operations at the Glen-Stor-Dun Lodge. The City's 2021 operating revenues (excluding taxation) increased by \$2,277,092 or 2.26% when compared to the 2020 budget.

The City's 2021 total net operating budget increased by \$1.9 million or 2.58% when compared to the 2020 budget. Both long-term financing and insurance costs have had an impact on the City 2021 operating budget. Excluding the increase for these two items, the City's operating budget would have increased by \$657,333 or 0.89%.

The 2021 budget submissions by department and the supporting commentary are provided in the Operating section of the budget book.

# Capital Budget

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

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

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

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

The Capital section of the budget book identifies the 2021 capital projects to be undertaken during the year and how each project will be funded. Staff have provided commentary describing each project. The City presents an updated 10-year capital budget forecast each year as part of the budget process. The City's 10-year capital budgeting process is an important step in keeping us on track towards achieving our vision and allows the City to tailor projects to the changing needs of the community and in managing finances.

## Multi-Year Budgeting

Multi-year budgeting strengthens the link between budgeting and strategic priorities and enables Council to implement a multi-year vision, assessing the long-term financial implications of current and proposed operating and capital budgets, budget policies, investment policies, tax policies and assumptions.

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

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

To project the City's anticipated financial performance for the years 2022-2024 the following key assumptions, as outlined in the LTFP, were used:

- Revenue (users fees, investment income) has been forecasted to increase at 2%;
- Provincial funding (social assistance, court security) is expected to increase at 1% with the same increase for related expenditures (external transfers);
- OMFP is forecasted at 85% of the current year's allocation;
- Salaries and benefits are projected to increase at an average rate of 2.5% per year based upon our financial model. This reflects settlements under the City's collective bargaining agreements, including incremental increases, corresponding increases for non-union personnel, and increases in benefit costs and other staffing adjustments;
- Costs for materials and goods (materials, fuel, parts, supplies, utilities) are projected to increase at a rate of 1.0% per year, which represents the assumed general increase in energy costs due to inflation and the impact of saving initiatives undertaken by the City;

- Other operating expenses (contracted services, etc) are projected to increase at a rate of 3.0% per year, which represents the assumed general rate of increase in operating costs due to inflation and the impact of regulatory changes;
- The LTFFP projected insurance to increase by 2%. In 2021, insurance costs across the City will increase by approximately 25%. This was a market correction in the insurance industry;
- Principal and interest charges have been estimated based on current debt, approved debt, and anticipated debt based on the 10-year capital budget forecast.
- Contributions to reserves are projected to increase as the City continues to move towards life-cycle costing;
- Projected capital expenditures and associated funding (based on financial policy recommendations) are based on the 10-year capital forecast.

The estimated financial forecast chart for the years 2022-2024 can be found on page A-3 of the City Overall section of the budget book.

## Budget Challenges/Risks

### Tax Refunds

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

From 2009 through 2020, the City has refunded over \$10.6 million in municipal taxes collected. There remains a number of outstanding appeals at the Assessment Review Board where decisions are pending.

To refund these tax dollars, the City utilized its annual budget for tax refunds, the funds set aside in the Tax Stabilization Reserve, and \$1,971,666 from the City's Working Reserve. Included in the 2021 budget is a repayment contribution of \$300,000 to the Working Reserve (\$500,000 in 2020).

### Property Assessment

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

Property assessments are updated every four years by MPAC. The 2016 reassessment set the property values for the 2017-2020 property tax years. The year 2020 was the final year of this 4-year phase-in cycle. In response to the COVID-19 pandemic, the Ontario Government has indicated that property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.



## COVID-19 Pandemic

The COVID-19 crisis is unprecedented, and the length of the economic disruption and recovery remains uncertain at this time. There are still many unknown variables related to the impact of the COVID-19 pandemic on municipal service delivery in 2021 and whether there will be additional support payments from senior levels of government to mitigate these pressures. Staff monitored the impacts of COVID-19 and the recovery plan while preparing the 2021 budget and will continue to review all City services when monitoring the City's financial position compared to budget.

## Reserves and Reserve Funds

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

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

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

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

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

## Long Term Debt

Debt is one of several capital financing tools available to municipalities. When used responsibly, it can be a powerful tool to help finance long-term capital needs.

The Province of Ontario legislates a municipal debt limit of no greater than 25% of own-source revenues. However, in order for debt to be affordable and sustainable, the City is following a policy recommendation in the LTFP that sets a maximum annual repayment limit of 10% of net own-source revenues (approximately \$12.0 million in principal and interest payments annually).

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

Further detail regarding Capital funded by debt financing can be found in the Capital section of the budget book.

## Budget Highlights

The 2021 budget was prepared at an increase required to maintain existing levels of service. The 2021 budget for the City of Cornwall can be summarized as follows:

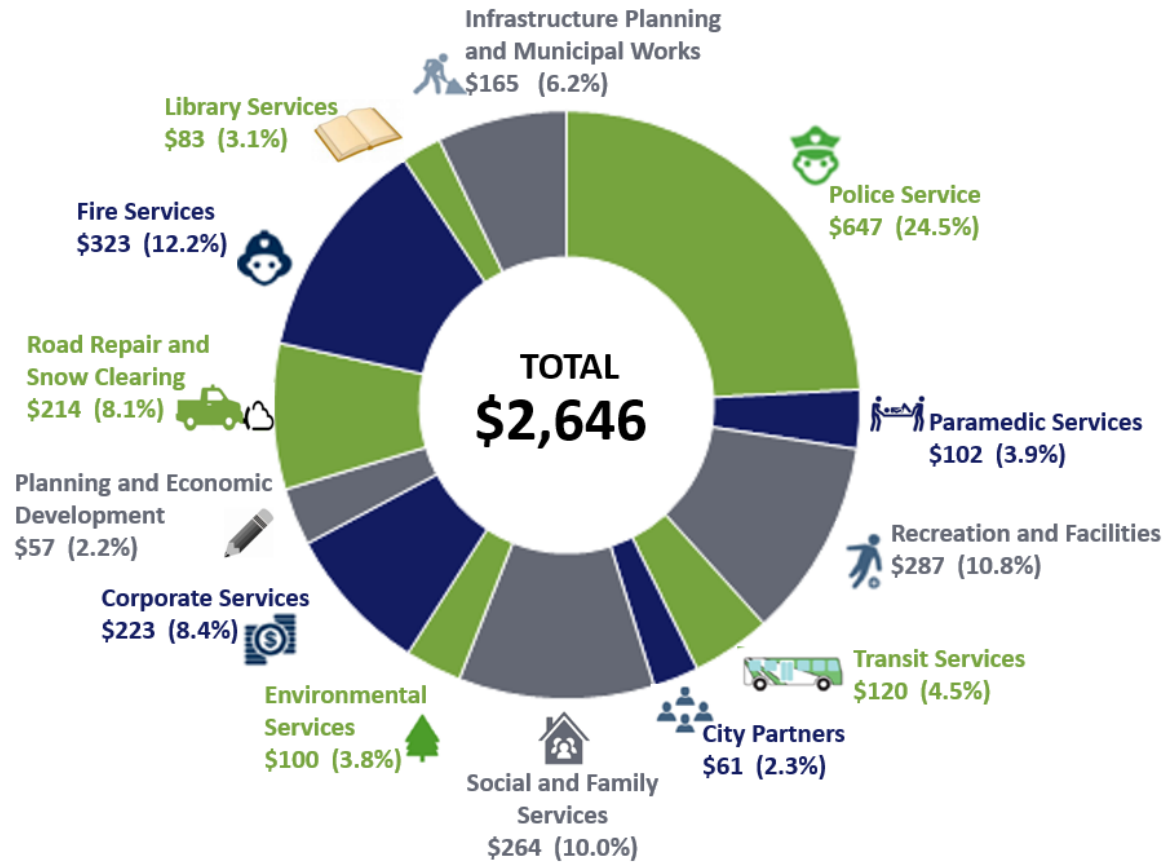
- ❑ The 2021 budget has been prepared as a normal budget year with no reductions to revenue or increases in expenses due to the COVID-19 pandemic.
- ❑ This document has been prepared with a tax levy of \$76,808,857. A tax levy increase of \$1,477,453 or 1.96%;
- ❑ Also included in the budget is \$830,000 of growth (new assessment from 2020 supplementary taxation) that has been added to the 2021 tax roll; and \$900,000 of supplementary taxation (projected growth added to the tax roll during 2021).
- ❑ Operating budgets funded from the tax base for City departments has increased by \$1,911,433 or 2.58%;

Increases to both long-term debt (\$1,013,567) and insurance (\$240,533) has had an impact on the operating budget for 2021. Excluding increases for both, the operating budget would have increased by \$657,333 or 0.89%.

- ❑ The combined net capital budgets for City departments funded from the tax base have decreased from \$1,238,750 to \$804,770 (\$433,980 or 35.03%);
- ❑ The City manages an annual operating budget of \$179.3 million and a capital budget of \$37.1 million.

# Proposed Tax Dollars at Work

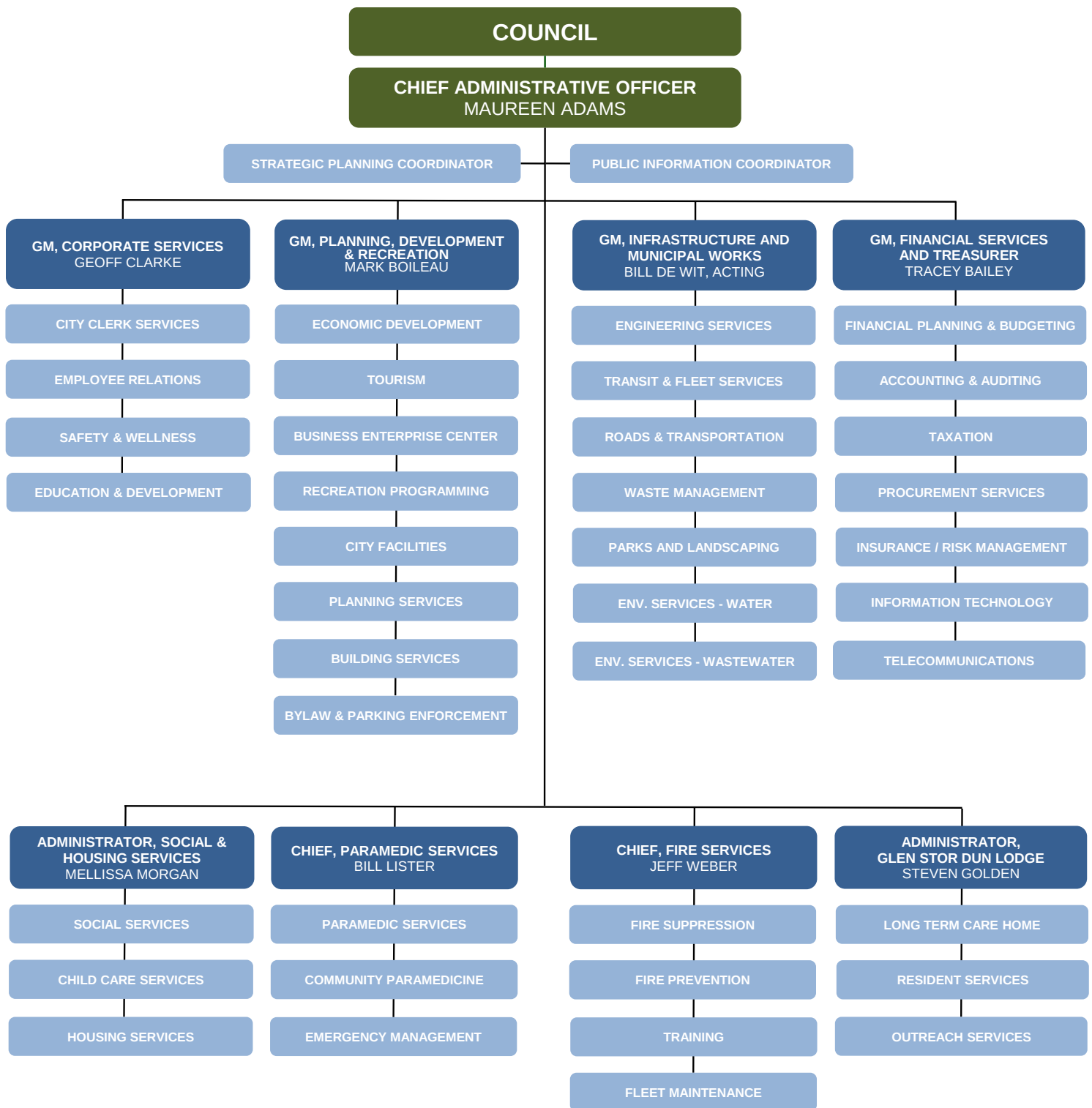
The 2021 municipal taxes for the average home assessed at \$173,860 would be \$2,646.30 (\$2,571.66 in 2020). An average annual increase of \$74.64 or 2.90%.



**2021** CITY  
OVERALL



## Organizational Chart - Leadership



# CITY OF CORNWALL - General Taxation

## Operating and Capital Financial Summary

|                                                                | 2019<br>Actuals             | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget              | 2021<br>Submission          | \$<br>Change              | %<br>Change            |
|----------------------------------------------------------------|-----------------------------|------------------------------------|-----------------------------|-----------------------------|---------------------------|------------------------|
| <b><u>OPERATING</u></b>                                        |                             |                                    |                             |                             |                           |                        |
| <b>EXPENDITURES</b>                                            |                             |                                    |                             |                             |                           |                        |
| Salaries and Benefits                                          | \$77,955,318                | \$70,246,885                       | \$81,029,030                | \$82,789,996                | \$1,760,966               | 2.17%                  |
| Purchase of Goods                                              | \$9,728,582                 | \$7,454,813                        | \$10,463,044                | \$10,646,536                | \$183,492                 | 1.75%                  |
| Services and Rents                                             | \$34,364,878                | \$28,047,283                       | \$31,986,223                | \$32,127,088                | \$140,865                 | 0.44%                  |
| Financing LTD Principal & Interest                             | \$3,690,987                 | \$3,492,577                        | \$4,404,293                 | \$5,417,860                 | \$1,013,567               | 23.01%                 |
| Insurance                                                      | \$823,115                   | \$870,457                          | \$942,427                   | \$1,182,960                 | \$240,533                 | 25.52%                 |
| Financial and Transfers                                        | <u>\$52,503,524</u>         | <u>\$42,885,881</u>                | <u>\$46,244,847</u>         | <u>\$47,093,949</u>         | <u>\$849,102</u>          | <u>1.84%</u>           |
| <b>Subtotal</b>                                                | <b>\$179,066,404</b>        | <b>\$152,997,896</b>               | <b>\$175,069,864</b>        | <b>\$179,258,389</b>        | <b>\$4,188,525</b>        | <b>2.39%</b>           |
| <b>REVENUE</b>                                                 |                             |                                    |                             |                             |                           |                        |
| Payments in Lieu & Supplementary & Growth                      | \$1,883,016                 | \$2,532,737                        | \$2,557,381                 | \$3,017,671                 | \$460,290                 | 18.00%                 |
| Provincial and Federal Grants                                  | \$63,170,881                | \$57,351,585                       | \$62,687,234                | \$63,743,303                | \$1,056,069               | 1.68%                  |
| Other Municipalities                                           | \$7,777,557                 | \$7,488,798                        | \$8,939,568                 | \$9,474,195                 | \$534,627                 | 5.98%                  |
| Fees, Service Charges, & Misc Revenue                          | \$21,770,826                | \$14,476,847                       | \$19,713,740                | \$19,591,703                | (\$122,037)               | (0.62%)                |
| Internal Revenue                                               | \$6,569,448                 | \$5,537,124                        | \$6,537,652                 | \$6,271,929                 | (\$265,723)               | (4.06%)                |
| Contribution from Reserves                                     | <u>\$6,547,960</u>          | <u>\$1,324,738</u>                 | <u>\$541,635</u>            | <u>\$1,155,501</u>          | <u>\$613,866</u>          | <u>113.34%</u>         |
| <b>Subtotal</b>                                                | <b><u>\$107,719,688</u></b> | <b><u>\$88,711,829</u></b>         | <b><u>\$100,977,210</u></b> | <b><u>\$103,254,302</u></b> | <b><u>\$2,277,092</u></b> | <b><u>2.26%</u></b>    |
| <b>OPERATING SUBTOTAL</b>                                      | <b><u>\$71,346,716</u></b>  | <b><u>\$64,286,067</u></b>         | <b><u>\$74,092,654</u></b>  | <b><u>\$76,004,087</u></b>  | <b><u>\$1,911,433</u></b> | <b><u>2.58%</u></b>    |
| <b><u>CAPITAL</u></b>                                          |                             |                                    |                             |                             |                           |                        |
| Gross Capital                                                  | \$2,450,767                 | \$1,299,350                        | \$27,685,200                | \$37,129,200                | \$9,444,000               | 34.11%                 |
| Capital Funding                                                | <u>\$0</u>                  | <u>\$0</u>                         | <u>(\$26,446,450)</u>       | <u>(\$36,324,430)</u>       | <u>(\$9,877,980)</u>      | <u>37.35%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>                             | <b><u>\$2,450,767</u></b>   | <b><u>\$1,299,350</u></b>          | <b><u>\$1,238,750</u></b>   | <b><u>\$804,770</u></b>     | <b><u>(\$433,980)</u></b> | <b><u>(35.03%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL<br/>(SUPPORTED BY TAXATION)</b> | <b><u>\$73,797,483</u></b>  | <b><u>\$65,585,417</u></b>         | <b><u>\$75,331,404</u></b>  | <b><u>\$76,808,857</u></b>  | <b><u>\$1,477,453</u></b> | <b><u>1.96%</u></b>    |

# CITY OF CORNWALL

## Long Term Financial Plan (LTFP)

|                      | Budget<br>2020 | Submission<br>2021 | FORECAST    |             |            | RE-FORECAST |             |            |
|----------------------|----------------|--------------------|-------------|-------------|------------|-------------|-------------|------------|
|                      |                | 2021               | 2021        | 2022        | 2023       | 2022        | 2023        | 2024       |
| Net Operating Budget | 64,726,955     | 66,382,072         | 66,819,030  | 68,436,050  | 69,859,520 | 68,008,433  | 69,436,610  | 70,964,215 |
| change \$            |                | 1,655,117          | 1,265,189   | 1,617,020   | 1,423,470  | 1,626,361   | 1,428,177   | 1,527,605  |
| change %             |                | 2.56%              | 1.95%       | 2.44%       | 2.08%      | 2.45%       | 2.10%       | 2.20%      |
| *Debt Payments       | 4,404,293      | 5,417,860          | 4,856,644   | 6,163,227   | 6,328,343  | 6,562,544   | 7,836,670   | 7,911,852  |
| Net to/from Reserves | 4,961,406      | 4,204,155          | 2,976,904   | 4,526,779   | 7,761,000  | 4,311,690   | 4,017,190   | 4,443,158  |
| Total Net Operating  | 74,092,654     | 76,004,087         | 74,652,578  | 79,126,056  | 83,948,863 | 78,882,667  | 81,290,470  | 83,319,225 |
| Total Net Capital    | 1,238,750      | 804,770            | 3,585,000   | 2,700,000   | 1,557,000  | 1,500,000   | 2,557,000   | 4,344,700  |
| Total Levy           | 75,331,404     | 76,808,857         | 78,237,578  | 81,826,056  | 85,505,863 | 80,382,667  | 83,847,470  | 87,663,925 |
| Net Levy Change \$   |                | 1,477,453          | 3,346,235   | 3,588,478   | 3,679,807  | 3,573,810   | 3,464,803   | 3,816,455  |
| Net Levy Change %    |                | 1.96%              | 4.47%       | 4.59%       | 4.50%      | 4.65%       | 4.31%       | 4.55%      |
| Net Levy - LTFP      | 77,426,968     | 81,218,959         | 81,218,959  | 83,820,697  | 85,502,516 | 83,820,697  | 85,502,516  | 87,976,797 |
| Net Levy - variance  | (2,095,564)    | (4,410,102)        | (2,981,381) | (1,994,641) | 3,347      | (3,438,030) | (1,655,046) | (312,872)  |

The LTFP chart presented above provides a financial snapshot of the forecast to 2024.

The column titled 'Submission 2021' indicates that the City will collect \$4.4 million less tax levy than what was included in the updated LTFP.

The forecast for years 2021, 2022, and 2023 was the projection from the 2020 budget process.

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

# 2021 OPERATING BUDGET



# Operating Budget

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

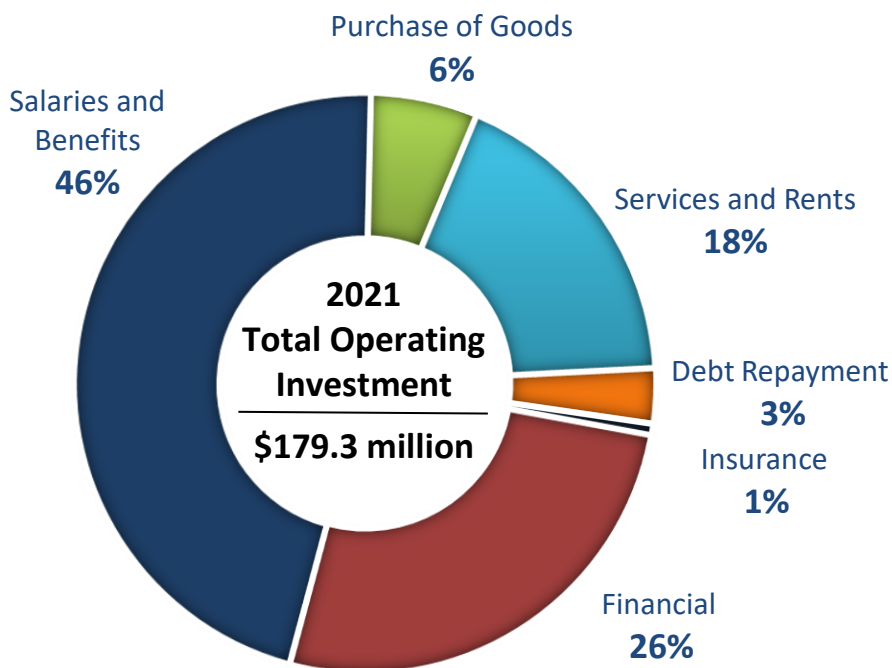
The City followed a very thorough process to minimize the annual tax increase while maintaining levels of service and meeting regulatory requirements.

The City's net operating budget is \$76.0 million. The City's net operating budget increased by \$1.9 million or 2.58% when compared to 2020.

## Operating Expenditures

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

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



## Salaries and Benefits

Salaries and benefits is the largest component and is approximately 46% of the City's operating budget. The 2021 budget includes \$82,789,996 for salaries and benefits, an increase of \$1,760,966 or 2.17%. Salary and benefit increases represent incremental and contractual obligations.

The City is delaying the hiring of vacant and new positions until later in the year due to the financial pressures on the 2021 budget. For the 2021 budget, 15 students across the Corporation and approximately 9,500 part-time hours, primarily from the Recreation Programming and City Facilities departments, have been removed. The further reduction of part-time hours is equivalent to an increase in full-time positions in order to address frequent turnover amongst part-time staff.

A staffing comparison can be found on page S-1 of the Staffing Complement section of the budget book. Any staffing changes are noted as part of each department's commentary.

### Purchase of Goods

Purchase of goods is approximately 6% of the operating budget.

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

Fuel (gasoline/diesel): The City purchases approximately 1.46 million litres of fuel (700 thousand litres in gasoline and 760 thousand litres in diesel) in a year. The City is budgeting \$1.00 per litre in 2021 (\$1.10 per litre in 2020). The City has seen a savings in fuel and has been averaging 86¢ per litre. The budget for fuel in 2021 is \$1.5 million.

Purchase of goods is budgeted at \$10,646,536, an increase of \$183,492 or 1.75% when compared to the 2020 budget. Purchases of goods have been reviewed and adjusted by departmental staff based on a three-year average and/or trends using an inflation factor where appropriate. Any budget variances are noted as part of each department's commentary.

### Services and Rents

Services and rents is approximately 18% of the operating budget.

Services and rents includes contracted services, city equipment rental, lease agreements, repairs and maintenance contracts, training, legal, advertising, marketing and promotions, postage and shipping, and subscription and memberships.

Services and rents is budgeted at \$32,127,088, an increase of \$140,865 or 0.44% when compared to the 2020 budget. Services and rents have been reviewed and adjusted by departmental staff based on a 3-year average and/or trends using an inflation factor where appropriate. Contracted services is based on existing contracts and historical trends. Any budget variances are noted as part of each department's commentary.

### Debt repayment

Expenditures for interest and principal repayments of previously issued and approved debt represent 3% of the operating budget. 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. The City is budgeting \$5,417,860 for debt payments (principal and interest), an increase of \$1,013,567 or 23.01%



## Insurance

In 2021, insurance costs across the City will increase by approximately 25.52%. This is a correction in the insurance industry. The City renewed its coverage at the beginning of 2021 which saw an increase in premium costs for the taxation budget of \$240,533.

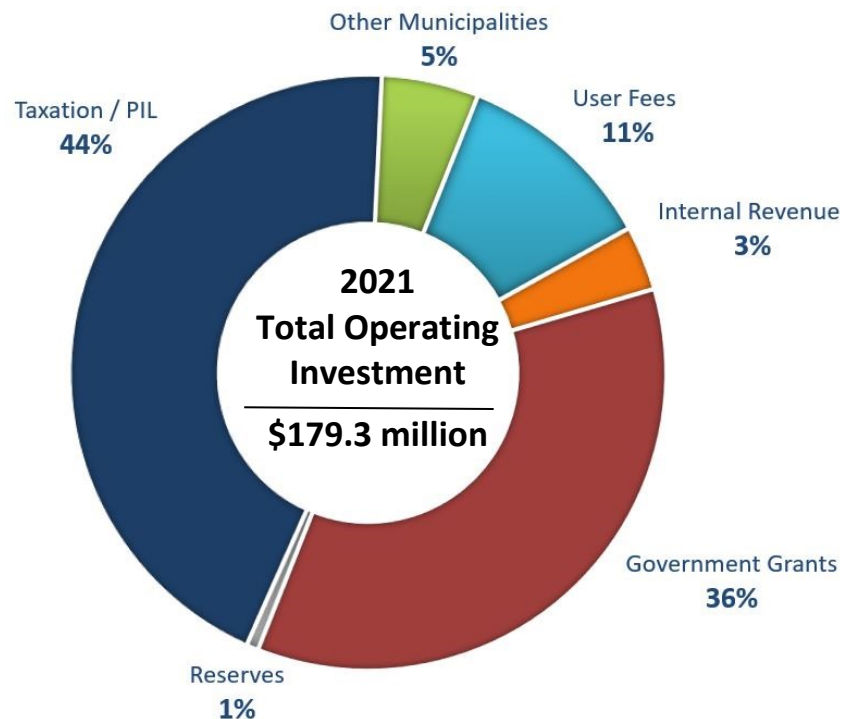
## Financial

Financial is approximately 26% of the operating budget.

Financial is budgeted at \$47,093,949, an increase of \$849,102 or 1.84% when compared to the 2020 budget. The items budgeted under the Financial component of the operating budget are mostly transfer payments for Social and Housing Services and Community Partners, tax write-offs, contribution to reserves, and the payment the City makes to MPAC for assessment services.

## 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 (PIL)

The single largest portion of City funding comes from taxation. Municipalities in Canada generally rely on property taxes as their major source of revenue. The City's property tax revenue accounts for about \$79.8 million or 44% of the City's total operating budget.

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

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

The following chart compares the 2021 assessment to the 2020 assessment by property class.

| Property Classes        | 2020 Assessment        | 2021 Assessment        | \$ Change           | % of Total 2020 | % of Total 2021 |
|-------------------------|------------------------|------------------------|---------------------|-----------------|-----------------|
| Residential             | \$2,756,631,909        | \$2,805,019,409        | \$48,387,500        | 69.89%          | 70.50%          |
| Multi-Res               | \$194,677,400          | \$185,900,400          | -\$8,777,000        | 4.94%           | 4.67%           |
| Commercial              | \$884,451,608          | \$878,499,663          | -\$5,951,945        | 22.43%          | 22.08%          |
| Landfill                | \$556,155              | \$556,100              | -\$55               | 0.01%           | 0.01%           |
| Industrial              | \$86,572,500           | \$86,309,300           | -\$263,200          | 2.19%           | 2.18%           |
| Pipeline                | \$12,196,000           | \$12,290,000           | \$94,000            | 0.31%           | 0.31%           |
| Farm                    | \$8,918,800            | \$9,949,600            | \$1,030,800         | 0.23%           | 0.25%           |
| <b>Total Assessment</b> | <b>\$3,944,004,372</b> | <b>\$3,978,524,472</b> | <b>\$34,520,100</b> | <b>100.00%</b>  | <b>100.00%</b>  |

Due to changes in the assessment base, the City will see a shift in property taxes collected between classes in 2021.

Total assessment in the multi-residential class for 2021 has decreased when compared to 2020. Most of this change is from a property converting from an apartment building to condominiums, moving the property from the multi-residential class to the residential class.

Also impacting the change in this class is the freezing of the tax burden, as mandated by the Province. Ontario Regulation 65/17 prescribes a maximum ratio threshold of 2.0 for the multi-residential property class. Municipalities with a ratio currently set higher than 2.0 are subject to a full levy restriction and cannot increase their current multi-residential class ratio. 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 is redistributed to the other classes. The impact of this policy to the City's multi-residential ratio is as follows:

2017 - 2.34920, 2018 - 2.325057, 2019 - 2.197076, 2020 - 2.113186

Total assessment in the commercial class for 2021 decreased by \$5,951,945 when compared to 2020. This change includes several large property value decreases from reassessments through Minutes of Settlement. The decrease is partially offset by the addition of new properties as well as renovations / additions to existing properties within the commercial class. In addition, the above noted restrictions on the multi-residential class has shifted some of the tax burden to the commercial class. The result of these factors is an increase to the commercial class' share of taxes by \$569,901 as outlined in the following chart.

The following chart provides a breakdown of taxes by property class based on the change in property assessments.

| Property Classes   | 2020 Taxes          | 2021 Taxes          | \$ Change          | % of Total 2020 | % of Total 2021 |
|--------------------|---------------------|---------------------|--------------------|-----------------|-----------------|
| Residential        | \$40,756,877        | \$42,668,657        | \$1,911,780        | 54.12%          | 54.96%          |
| Multi-Res          | \$5,909,015         | \$5,638,396         | -\$270,619         | 7.84%           | 7.26%           |
| Commercial         | \$25,124,305        | \$25,694,206        | \$569,901          | 33.35%          | 33.09%          |
| Landfill           | \$14,449            | \$14,867            | \$418              | 0.02%           | 0.02%           |
| Industrial         | \$3,219,285         | \$3,300,215         | \$80,930           | 4.27%           | 4.25%           |
| Pipeline           | \$274,494           | \$284,656           | \$10,162           | 0.36%           | 0.37%           |
| Farm               | \$32,979            | \$37,860            | \$4,881            | 0.04%           | 0.05%           |
| <b>Total Taxes</b> | <b>\$75,331,404</b> | <b>\$77,638,857</b> | <b>\$2,307,453</b> | <b>100.00%</b>  | <b>100.00%</b>  |

## Two 2020 Provincial Budget Changes to the Property Tax Regime

### Business Education Tax (BET):

Business Education Tax is a property tax earmarked for public education. The 2020 Provincial Budget proposes to reduce the BET rate to 0.88 percent for both commercial and industrial properties whose BET rate is higher than 0.88 percent, beginning in 2021. The City's current BET for commercial and industrial properties is 1.25% and for new commercial and industrial properties 0.98%. The government estimated 94 percent of Ontario businesses will see a lower rate.

In a letter to the Ministry of Finance, the Municipal Finance Officers' Association of Ontario (MFOA) wrote that municipalities are in support of the reduction of the BET rate. The cut will benefit most businesses across the Province in a time of hardship and uncertainty. While positive for businesses, there is a concern with the financial impact on municipalities that retain a portion of the education taxes of certain payments in lieu (PIL) of taxes (e.g. for municipalities that are home to federal properties, public financial corporations, and public utilities). The impact of decreasing the BET rate for these properties is a loss of revenue for municipalities and subsequently additional pressure on the municipal tax base.

### Creation of the small business property subclass:

Starting in 2021, the provincial government plans to enable municipalities to reduce property taxes for eligible small business properties. The 2020 Provincial Budget would allow municipalities to create a new property subclass specifically for small business properties, allowing them to provide targeted relief to small businesses. The Budget also mentions that the provincial government will consider matching these municipal property tax reductions. Amendments are being proposed to the Assessment Act that would allow municipalities to define small business eligibility in a way that best meets local needs and priorities. Further details on the optional small business subclass will be set in regulation once the legislation has passed. The result of a tax discount for small businesses is a shift of tax dollars to other property classes.

## Senior Government Grants

Revenue from provincial and federal governments funds approximately 36% of the City's operating budget. The 2021 budget includes \$63.7 million in grant funding, an increase of \$1,056,069 when compared to the 2020 budget.

**Police Services** - The Ministry of Community Safety and Correctional Services (MCSCS) provides funding to Cornwall Police Services (CPS) to offset costs incurred for providing security services at provincial courts. The City sent an inquiry email regarding 2021 funding to MCSCS. The MCSCS responded noting that the funding allocations have not been finalized. In 2020, the funding was \$829,703 which was about \$130,000 less than 2019 funding allocation. The 2021 budget includes \$830,000 from MCSCS for Court Security funding.

**Ontario Works** - Funding for Ontario Works has been frozen at 2018 levels. The service will not receive any additional funding for cost of living adjustments for program support costs; such as, salaries or overhead (rent, utilities). Ontario Works client benefits continue to be 100% funded by the Ministry of Children, Community and Social Services (MCCSS).

**Child Care Services** - On November 27, 2020, the Ministry of Education announced that, although they will be proceeding with the implementation of 50/50 administration cost sharing, they will provide one-time transitional funding in 2021 to assist with the impact to municipalities.

**Glen-Stor-Dun Lodge** - The GSDL is estimating an overall increase of 1.8% (\$124,809) in provincial funding based on envelopes of funding for specific programs as well as formula-based funding based on acuity (Case Mix Index (CMI)).

**Paramedic Services** – In 2020, The ministry of Health and Long-Term Care (MOHLTC) provided an additional \$559,044 of base funding. The City budgeted a funding increase from the MOHLTC based on the amount received in 2020 plus 2% for cost of living. The Community Paramedic Program is funded at 100% by the province.

**Ontario Municipal Partnership Fund (OMPF)** - The OMPF is the Province's main general assistance grant to municipalities. On October 29, 2020, the Minister of Finance issued a letter to announce the program and release the 2021 OMPF allocations.

For 2021, the government is maintaining the OMPF structure as it was in 2020, while allowing for annual data updates and related grant parameter adjustments. In addition to ensuring stability, maintaining the program envelope will allow for a further \$5 million in support to be targeted to northern and rural municipalities. As in prior years, Transitional Assistance will continue to adjust as fewer municipalities require this funding.

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

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

The City will receive \$4,520,600 from OMPF, an increase of \$335,200 when compared to the 2020 budget. The City receives funding from the OMPF through the Assessment Equalization Grant Component.

Provincial Offences Act (POA) – The United Counties of SDG is the Service Manager for POA. POA revenue has seen decreases over the last few years. The 2021 budget has been adjusted to reflect this trend.

### User Fees

Revenue from Users Fees funds approximately 11% of the City's operating budget. The 2021 budget includes \$19.6 million in fees, service charges, and miscellaneous revenue, a decrease of \$122,037 when compared to the 2020 budget.

The budget for fees, service charges, and miscellaneous revenue includes transit fees, recreation fees, parking fees, tipping fees, building permits.

This category also includes investment revenue. Due to lower interest rates on investments, investment income for 2021 is budgeted at \$440,000, a decrease of \$760,000 when compared to the 2020 budget.

### Other Municipalities

Revenue from other municipalities funds approximately 5% of the City's operating budget. The 2021 budget includes \$9.5 million, an increase of \$534,627 when compared to the 2020 budget.

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

### Proposed New Fees/ Fee Increases

There are no new fees proposed in the 2021 budget. Included in the 2021 budget are the following fee increases. Further information can be found in the commentary section of the department's budget page.

- |                          |                                              |
|--------------------------|----------------------------------------------|
| • Child Care Services    | Rate increases for Licenced Home Childcare   |
| • Transit Services       | Fare increase starting May 1, 2021           |
| • Building Services      | Building Permit Fees (service cost recovery) |
| • Recreation Programming | Annual fee increases                         |

Following the approval of the 2021 budget, the Clerk's Office will bring a by-law to Council to establish the 2021 list of Fees and Charges for the Corporation of the City of Cornwall.

# Council

## 2021 Budget Submission

### Role of Council:

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

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### Description

The City of Cornwall is governed by an elected 11-member City Council comprised of the mayor and ten councillors representing the city as a whole. The mayor and city councillors serve four-year terms. 2021 is the third year of Council's four-year term.

### Key Goals

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

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### Commentary

City Council holds regular meetings at City Hall, located at 360 Pitt Street. During the COVID-19 pandemic, Salon B at the Civic Complex is being used to conduct Council meetings. Meetings are also attended through Zoom. Typically, meetings are held at 7p.m. twice a month, with the exception of March, July, August and December, when meetings are held once a month. Council meetings are broadcast live on YourTV (cable channel 11), and they are also webcast through the City's website.

### Salaries and Benefits

Salaries and benefits include Council salaries, half of the cost for an Administrative Assistant, and a Strategic Planning Coordinator (approved in 2020) which now represents a full year in the 2021 budget. Council adopted an increase at the annual rate of inflation defined by the Consumer Price Index (CPI) for the Mayor and adjusted Councillor salaries for the years 2019-2022 following a municipal survey completed and the discontinuation of the 1/3 tax free salary exemption.

### Purchase of Goods

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

### Services and Rents

The increase in Services and Rents is related to an increase cost for cellphones and for memberships/subscriptions. Included in the 2021 budget submission are the following subscription costs:

|                     |          |                               |         |
|---------------------|----------|-------------------------------|---------|
| AMO                 | \$15,200 | AFMO                          | \$3,200 |
| FCM                 | \$10,600 | AMO-MEPCO                     | \$4,500 |
| Chamber of Commerce | \$500    | GLSLCI                        | \$3,300 |
| EOMC                | \$2,500  | Municipal Information Network | \$1,300 |



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

### Financial and Transfers

Each year the City contributes \$5,500 to reserves for technology requirements of the new Council. The funds are used for cellphones and tablets and are purchased in the year the new Council takes Office.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change           | %<br>Change         |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                        |                     |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                        |                     |
| Salaries and Benefits                 | \$297,072               | \$274,686                          | \$387,132               | \$434,277               | \$47,145               | 12.18%              |
| Purchase of Goods                     | \$26,015                | \$8,005                            | \$19,000                | \$19,000                | \$0                    | 0.00%               |
| Services and Rents                    | \$85,410                | \$65,940                           | \$115,198               | \$118,115               | \$2,917                | 2.53%               |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Financial and Transfers               | <u>\$5,737</u>          | <u>\$5,500</u>                     | <u>\$5,500</u>          | <u>\$5,500</u>          | <u>\$0</u>             | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b>\$414,234</b>        | <b>\$354,131</b>                   | <b>\$526,830</b>        | <b>\$576,892</b>        | <b>\$50,062</b>        | <b>9.50%</b>        |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                        |                     |
| Provincial and Federal Grants         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Fees, Service Charges, & Misc Revenue | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Internal Revenue                      | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Contribution from Reserves            | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$414,234</u></b> | <b><u>\$354,131</u></b>            | <b><u>\$526,830</u></b> | <b><u>\$576,892</u></b> | <b><u>\$50,062</u></b> | <b><u>9.50%</u></b> |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                        |                     |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$414,234</u></b> | <b><u>\$354,131</u></b>            | <b><u>\$526,830</u></b> | <b><u>\$576,892</u></b> | <b><u>\$50,062</u></b> | <b><u>9.50%</u></b> |

# Chief Administrative Officer

## 2021 Budget Submission

### Includes:

- The Chief Administrative Officer is appointed pursuant to Section 229 of the Ontario Municipal Act, which states:  
“A municipality may appoint a chief administrative officer who shall be responsible for,  
(a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and  
(b) performing such other duties as are assigned by the municipality.”
  - Public Information Services falls under the umbrella of the Office of the CAO.
- 

### Description

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

### Key Goals

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

### Commentary

#### Salaries and Benefits

Staffing levels remain unchanged in 2021 and increases represent incremental and contractual obligations. Salaries and Benefits includes the salary for the CAO, half of the cost for an Administrative Assistant, and a Public Information Coordinator.

#### Purchase of Goods

No variance.

#### Services and Rents

Slight decrease in Services and Rents. For the most part, Services and Rents are for general advertising and translation costs.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change           | %<br>Change         |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                        |                     |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                        |                     |
| Salaries and Benefits                 | \$386,954               | \$350,357                          | \$394,757               | \$406,665               | \$11,908               | 3.02%               |
| Purchase of Goods                     | \$4,578                 | \$2,367                            | \$3,300                 | \$3,300                 | \$0                    | 0.00%               |
| Services and Rents                    | \$136,160               | \$93,727                           | \$87,022                | \$87,121                | \$99                   | 0.11%               |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Financial and Transfers               | <u>\$496</u>            | <u>\$1,258</u>                     | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b>\$528,188</b>        | <b>\$447,709</b>                   | <b>\$485,079</b>        | <b>\$497,086</b>        | <b>\$12,007</b>        | <b>2.48%</b>        |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                        |                     |
| Provincial and Federal Grants         | \$16,744                | \$25,000                           | \$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            | <u>\$18,175</u>         | <u>\$15,264</u>                    | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$34,919</u></b>  | <b><u>\$40,264</u></b>             | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$493,269</u></b> | <b><u>\$407,445</u></b>            | <b><u>\$485,079</u></b> | <b><u>\$497,086</u></b> | <b><u>\$12,007</u></b> | <b><u>2.48%</u></b> |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                        |                     |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                    | 0.00%               |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>      | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$493,269</u></b> | <b><u>\$407,445</u></b>            | <b><u>\$485,079</u></b> | <b><u>\$497,086</u></b> | <b><u>\$12,007</u></b> | <b><u>2.48%</u></b> |

| Summary by Activity                           | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change           | %<br>Change         |
|-----------------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| CAO                                           | \$493,269               | \$432,445                          | \$485,079               | \$497,086               | \$12,007               | 2.48%               |
| Special Projects / Senior Friendly Initiative | <u>\$0</u>              | <u>(\$25,000)</u>                  | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b>            | <b><u>\$493,269</u></b> | <b><u>\$407,445</u></b>            | <b><u>\$485,079</u></b> | <b><u>\$497,086</u></b> | <b><u>\$12,007</u></b> | <b><u>2.48%</u></b> |

# Clerk Services

## 2021 Budget Submission

### Includes:

- The Office of the City Clerk is legislated by the Municipal Act and is the interface between Council, Administration and the public. The Clerk's Office is committed to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community through democratic processes such as Council meetings, elections, access to city records, and all legislative actions ensuring transparency to the public.
- Clerks Services provide vital statistics, including marriage licences, wedding ceremonies and death registrations as well as the issuing of lottery licences. Clerk Services is also a call centre focusing on the customer service experience.
- The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

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### Description

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

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



### Key Goals

1. Digitize more than 220 microfilms to pdf, dispose of microfilms and physical files.
2. Introduce two new team members to officiate weddings.
3. Focus on customer service by receiving citizen requests, complaints and inquires through dedicated resource (CityView).
4. Take final steps to complete the implementation of the meeting management solution and board manager solution (eSCRIBE) for Committees, Commissions and Boards.
5. Policy and Procedure review.
6. Terms of Reference review for Cornwall's Committees, Commissions and Boards.
7. Cross training for all team members.

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### Commentary

#### Salaries and Benefits

Staffing levels remain unchanged in 2021 and increases represent incremental and contractual obligations.

#### Purchase of Goods

The Department will see a reduction in stationary supplies related to the decentralization of corporate printing. With advancements in printing capabilities, departmental multi-function units will be able to address printing needs without having to send print jobs to Clerks Services. Other decreases are related to elimination of the sale of promotional items.

#### Services and Rents

The increase in Services and Rents is related to the digitalization of microfilms to modern pdf files. This also includes the proper disposal of these microfilms and physical files.

#### Revenue

Under the Vital Statistics Act, this Office is responsible for registering deaths and issuing Marriage Licenses and, under the Marriage Act, performing civil marriage ceremonies. This Office is also responsible for Lottery Licensing for charitable organizations and includes Commissioners of Oaths on hand to assist the public. The 2021 budget is based on revenue trends.

#### Elections

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

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change            | %<br>Change           |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                         |                       |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                         |                       |
| Salaries and Benefits                 | \$326,717               | \$325,963                          | \$389,671               | \$399,362               | \$9,691                 | 2.49%                 |
| Purchase of Goods                     | \$31,573                | \$17,019                           | \$33,775                | \$23,275                | (\$10,500)              | (31.09%)              |
| Services and Rents                    | \$479,143               | \$306,518                          | \$386,944               | \$405,699               | \$18,755                | 4.85%                 |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                 |
| Financial and Transfers               | <u>\$88,977</u>         | <u>\$87,301</u>                    | <u>\$77,650</u>         | <u>\$78,000</u>         | <u>\$350</u>            | <u>0.45%</u>          |
| <b>Subtotal</b>                       | <b>\$926,410</b>        | <b>\$736,801</b>                   | <b>\$888,040</b>        | <b>\$906,336</b>        | <b>\$18,296</b>         | <b>2.06%</b>          |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                         |                       |
| Provincial and Federal Grants         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                 |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$212,249               | \$135,878                          | \$222,400               | \$213,400               | (\$9,000)               | (4.05%)               |
| Internal Revenue                      | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                 |
| Contribution from Reserves            | <u>\$20,000</u>         | <u>\$10,000</u>                    | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>              | <u>0.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$232,249</u></b> | <b><u>\$145,878</u></b>            | <b><u>\$222,400</u></b> | <b><u>\$213,400</u></b> | <b><u>(\$9,000)</u></b> | <b><u>(4.05%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$694,161</u></b> | <b><u>\$590,923</u></b>            | <b><u>\$665,640</u></b> | <b><u>\$692,936</u></b> | <b><u>\$27,296</u></b>  | <b><u>4.10%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                         |                       |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                     | 0.00%                 |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>              | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$694,161</u></b> | <b><u>\$590,923</u></b>            | <b><u>\$665,640</u></b> | <b><u>\$692,936</u></b> | <b><u>\$27,296</u></b>  | <b><u>4.10%</u></b>   |

| Summary by Activity                | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change           | %<br>Change         |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| Clerk's Division                   | \$646,626               | \$542,912                          | \$617,640               | \$644,936               | \$27,296               | 4.42%               |
| Election Division                  | <u>\$47,535</u>         | <u>\$48,011</u>                    | <u>\$48,000</u>         | <u>\$48,000</u>         | <u>\$0</u>             | <u>0.00%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$694,161</u></b> | <b><u>\$590,923</u></b>            | <b><u>\$665,640</u></b> | <b><u>\$692,936</u></b> | <b><u>\$27,296</u></b> | <b><u>4.10%</u></b> |

# Human Resources

## 2021 Budget Submission

### Includes:

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

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### Description

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

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

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

### Key Goals

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

### Commentary

In addition to delivering our regular services, the Human Resources (HR) area is looking on delivering in five key areas in 2021:

With the aid of Financial Services, HR will continue the implementation and operational use of the new payroll system. This exercise will improve any possible efficiency while removing any redundancies that may come to light.

The COVID-19 pandemic stalled the review of our existing policies in 2020. A comprehensive review of our internal policies and procedures will continue, focusing on eliminating outdated policies, updating the policies where relevant and amalgamating into one policy where there may currently be several.

HR will continue to focus on our leadership development within the Corporation. There are four core competency areas established in our leadership development pipeline and HR has developed curriculum based on that framework.

The performance appraisal process has been updated and completed, with a change coming on how performance feedback is conducted. HR will work with supervisory and managerial staff on the development of leadership competencies for all corporate employees. This approach will help deliver results to the Corporation with a focus on how objectives are delivered, with intent of creating a positive culture for all city employees.

In keeping with building on corporate culture, HR is ensuring that Joint Health and Safety Committee representatives have updated training. A new city-wide program to report and track serious incidents that affect employees will be implemented.

### Salaries and Benefits

Staffing levels remain unchanged in 2021 and increases represent incremental and contractual obligations.

### Services and Rents

In 2021, there is an increase in expenses related to Arbitrations, Grievances and Negotiations since there will be negotiations with six locals for renewal of collective agreements. The COVID-19 pandemic has caused HR to seek more legal advice due to the impact decisions by external stakeholders are having on labour relations.

Through negotiations, further alignment of the collective agreements will be sought to provide additional operational flexibility.

### Financial and Transfers / Revenue

In 2021, the WSIB budget is increased by \$15,000 to aligned with actuals. HR bares the cost of WSIB expenses; however, an offsetting revenue exists as these costs are recovered from other departments.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                     |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                     |
| Salaries and Benefits                 | \$1,310,146               | \$1,117,894                        | \$1,334,433               | \$1,362,797               | \$28,364                | 2.13%               |
| Purchase of Goods                     | \$7,855                   | \$3,555                            | \$5,000                   | \$4,500                   | (\$500)                 | (10.00%)            |
| Services and Rents                    | \$620,841                 | \$424,249                          | \$281,059                 | \$389,812                 | \$108,753               | 38.69%              |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Financial and Transfers               | <u>\$817,391</u>          | <u>\$708,043</u>                   | <u>\$776,000</u>          | <u>\$791,000</u>          | <u>\$15,000</u>         | <u>1.93%</u>        |
| <b>Subtotal</b>                       | <b>\$2,756,233</b>        | <b>\$2,253,741</b>                 | <b>\$2,396,492</b>        | <b>\$2,548,109</b>        | <b>\$151,617</b>        | <b>6.33%</b>        |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                     |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Fees, Service Charges, & Misc Revenue | \$5,627                   | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Internal Revenue                      | \$823,440                 | \$657,799                          | \$770,000                 | \$785,000                 | \$15,000                | 1.95%               |
| Contribution from Reserves            | <u>\$51,566</u>           | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$880,633</u></b>   | <b><u>\$657,799</u></b>            | <b><u>\$770,000</u></b>   | <b><u>\$785,000</u></b>   | <b><u>\$15,000</u></b>  | <b><u>1.95%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$1,875,600</u></b> | <b><u>\$1,595,942</u></b>          | <b><u>\$1,626,492</u></b> | <b><u>\$1,763,109</u></b> | <b><u>\$136,617</u></b> | <b><u>8.40%</u></b> |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                     |
| Gross Capital                         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$1,875,600</u></b> | <b><u>\$1,595,942</u></b>          | <b><u>\$1,626,492</u></b> | <b><u>\$1,763,109</u></b> | <b><u>\$136,617</u></b> | <b><u>8.40%</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Human Resources Admin              | \$1,014,864               | \$869,265                          | \$726,144                 | \$991,321                 | \$265,177               | 36.52%              |
| Employee Development               | \$119,998                 | \$115,254                          | \$141,997                 | \$105,057                 | (\$36,940)              | (26.01%)            |
| Payroll & Benefits                 | \$740,738                 | \$611,423                          | \$758,351                 | \$666,731                 | (\$91,620)              | (12.08%)            |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$1,875,600</u></b> | <b><u>\$1,595,942</u></b>          | <b><u>\$1,626,492</u></b> | <b><u>\$1,763,109</u></b> | <b><u>\$136,617</u></b> | <b><u>8.40%</u></b> |

# Financial Services

## 2021 Budget Submission

### Includes:

- Financial Services fulfills the statutory duties of the Treasurer; provides financial advice and information to Council, other Departments, to taxpayers, and external entities; provides accounting, purchasing, AP, and AR services; performs internal audits; maintains the investment portfolio and the debt register; administers the property taxation and water/wastewater revenue function; coordinates and prepares the Corporation's operating and capital budget; and prepares the Financial Statements for the City and submission to the Province.
- Insurance/Risk Management Services is responsible for administering the City's risk management and insurance programs; including: suitable insurance coverage for the City; administration of claims; continuing awareness and action related to risk management; ensures that policies and procedures are in place to limit the City's exposure to risks associated with insurance claims and litigation.
- ITT Services provides design and development of the City's information systems and technologies. This includes computer-based technology and associated support services; access to corporate applications on various technical platforms; end user technical support; network management; technical planning, acquisitions, and implementations; application development; system/application maintenance and support; telecommunications; business process solutions; cyber security; and other services to aid departments and improve services.

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### Description

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

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

### Key Goals

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

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### Commentary

Finance staff will continue to implement the accounting software for the Corporation in 2021. The Diamond ERP is an integrated business management system that offers complete financial management. The software combines a broad range of municipal specific modules designed to meet the unique needs of local government and provides seamless integration with Microsoft applications (Word, Excel, Outlook) for reporting and analytics. Training for departmental use is part of this project.

In 2020, Council approved the development of an ITT Master Plan (ITTMP). With the consultant, and in consultation with City departments, ITT staff will establish a five-year outlook with strategies and actions for the investment in technologies that will support programs and services across the Corporation. The ITTMP will be presented to Council later in 2021.

### Salaries and Benefits

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

### Purchase of Goods/Services and Rents

The net increase of \$99,579 in Purchase of Goods and Services and Rents is related to annual maintenance increases for corporate and departmental software as well as fibre optic charges. Requirements for electronic documentation, monitoring and reporting systems at the GSDL have increased by \$25,000. Similar requirements for Paramedic Services have increased by \$45,000. Fibre Optics charges have increased by \$20,500.

### Revenue

The decrease in Provincial and Federal Grants from 2020 is the one-time funding received through the Modernization Fund to support the implementation of Microsoft O365. Fees, Service Charges, & Misc Revenue is a change in a recovery formula for S&HS for direct ITT support in the amount of \$44,560. Hardware and software purchases flow through ITT and are charged back to the respective departments. These costs are recovered through Internal Revenue. The recovery for departmental hardware and software items increased by \$85,919.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change             | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|--------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                          |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                          |                       |
| Salaries and Benefits                 | \$2,407,740               | \$2,129,627                        | \$2,506,656               | \$2,583,752               | \$77,096                 | 3.08%                 |
| Purchase of Goods                     | \$190,824                 | \$168,148                          | \$209,550                 | \$301,089                 | \$91,539                 | 43.68%                |
| Services and Rents                    | \$1,362,921               | \$1,076,004                        | \$1,304,711               | \$1,312,751               | \$8,040                  | 0.62%                 |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Financial and Transfers               | <u>\$85,789</u>           | <u>\$68,658</u>                    | <u>\$68,825</u>           | <u>\$69,189</u>           | <u>\$364</u>             | <u>0.53%</u>          |
| <b>Subtotal</b>                       | <b>\$4,047,274</b>        | <b>\$3,442,437</b>                 | <b>\$4,089,742</b>        | <b>\$4,266,781</b>        | <b>\$177,039</b>         | <b>4.33%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                          |                       |
| Provincial and Federal Grants         | \$0                       | \$65,940                           | \$65,940                  | \$0                       | (\$65,940)               | (100.00%)             |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$281,703                 | \$182,252                          | \$230,960                 | \$186,400                 | (\$44,560)               | (19.29%)              |
| Internal Revenue                      | \$581,234                 | \$478,727                          | \$574,457                 | \$660,376                 | \$85,919                 | 14.96%                |
| Contribution from Reserves            | \$0                       | \$91,000                           | \$0                       | \$0                       | \$0                      | 0.00%                 |
| <b>Subtotal</b>                       | <b><u>\$862,937</u></b>   | <b><u>\$817,919</u></b>            | <b><u>\$871,357</u></b>   | <b><u>\$846,776</u></b>   | <b><u>(\$24,581)</u></b> | <b><u>(2.82%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$3,184,337</u></b> | <b><u>\$2,624,518</u></b>          | <b><u>\$3,218,385</u></b> | <b><u>\$3,420,005</u></b> | <b><u>\$201,620</u></b>  | <b><u>6.26%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                          |                       |
| Gross Capital                         | \$136,250                 | \$0                                | \$75,000                  | \$290,000                 | \$215,000                | 286.67%               |
| Capital Funding                       | \$0                       | \$0                                | (\$75,000)                | (\$290,000)               | (\$215,000)              | 286.67%               |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$136,250</u></b>   | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>        | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$3,320,587</u></b> | <b><u>\$2,624,518</u></b>          | <b><u>\$3,218,385</u></b> | <b><u>\$3,420,005</u></b> | <b><u>\$201,620</u></b>  | <b><u>6.26%</u></b>   |

## Summary by Activity

|                                      | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|--------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Auditing and Accounting              | \$1,745,473               | \$1,574,034                        | \$1,790,576               | \$1,894,838               | \$104,262               | 5.82%               |
| Insurance / Risk Management Services | \$137,354                 | \$123,715                          | \$142,859                 | \$143,797                 | \$938                   | 0.66%               |
| ITT Services                         | <u>\$1,437,760</u>        | <u>\$926,769</u>                   | <u>\$1,284,950</u>        | <u>\$1,381,370</u>        | <u>\$96,420</u>         | <u>7.50%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b>   | <b><u>\$3,320,587</u></b> | <b><u>\$2,624,518</u></b>          | <b><u>\$3,218,385</u></b> | <b><u>\$3,420,005</u></b> | <b><u>\$201,620</u></b> | <b><u>6.26%</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-10 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

Corporate Data Storage  
Network Infrastructure  
Asset Management Planning Software



# Non-Departmental

## 2021 Budget Submission

### Includes:

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

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### Revenue

The chart below outlines the changes in Revenue from the 2020 budget to the 2021 submission.

| Description                                                                                                                                                                                                                                                                                | 2020<br>Budget      | 2021<br>Submission  | \$<br>Change       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|--------------------|
| <b>Taxation</b><br>In the proposed budget, revenue from property taxes would increase by \$1,477,453 (1.96%). This represents an increase of \$74.64 (2.90%) to the average property.                                                                                                      | \$75,331,404        | \$76,808,857        | \$1,477,453        |
| <b>Payment in Lieu, Supplementary Taxation and Growth</b><br>Payments in lieu of taxation will see a decrease of \$269,710. It is expected that supplementary taxation will decrease by \$100,000 in 2021 (2020 \$1,000,000), with Growth budgeted at \$830,000 for 2021 (2020 \$212,000). | 2,557,381           | 3,017,671           | 460,290            |
| <b>Provincial and Federal Grants</b><br>The 2021 OMPF allocation is \$4,520,600 (an increase of \$335,200 compared to 2020). The City will see a decrease of \$128,000 in POA revenue in 2021.                                                                                             | 4,805,400           | 5,012,600           | 207,200            |
| <b>Fees, Services Charges &amp; Misc. Revenue</b><br>The City has budgeted for lower interest rates on investments. Investment Income for 2021 is budgeted at \$440,000 (a decrease of \$760,000 compared to 2020).                                                                        | 1,740,400           | 989,400             | (751,000)          |
| <b>Total Revenue</b>                                                                                                                                                                                                                                                                       | <b>\$84,434,585</b> | <b>\$85,828,528</b> | <b>\$1,393,943</b> |

## Operating and Capital Financial Summary

|                                           | 2019<br>Actuals              | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget               | 2021<br>Submission           | \$<br>Change                | %<br>Change         |
|-------------------------------------------|------------------------------|------------------------------------|------------------------------|------------------------------|-----------------------------|---------------------|
| <b>OPERATING</b>                          |                              |                                    |                              |                              |                             |                     |
| <b>EXPENDITURES</b>                       |                              |                                    |                              |                              |                             |                     |
| Salaries and Benefits                     | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Purchase of Goods                         | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Services and Rents                        | \$182,651                    | \$70,004                           | \$0                          | \$0                          | \$0                         | 0.00%               |
| Financing LTD Principal & Interest        | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Financial and Transfers                   | <u>\$10,974,782</u>          | <u>\$5,240,355</u>                 | <u>\$4,853,269</u>           | <u>\$4,080,333</u>           | <u>(\$772,936)</u>          | <u>(15.93%)</u>     |
| <b>Subtotal</b>                           | <b>\$11,157,433</b>          | <b>\$5,310,359</b>                 | <b>\$4,853,269</b>           | <b>\$4,080,333</b>           | <b>(\$772,936)</b>          | <b>(15.93%)</b>     |
| <b>REVENUE</b>                            |                              |                                    |                              |                              |                             |                     |
| Taxation                                  | \$73,797,483                 | \$69,053,787                       | \$75,331,404                 | \$76,808,857                 | \$1,477,453                 | 1.96%               |
| Payments in Lieu & Supplementary & Growth | \$1,883,016                  | \$2,532,737                        | \$2,557,381                  | \$3,017,671                  | \$460,290                   | 18.00%              |
| Provincial and Federal Grants             | \$4,517,848                  | \$4,245,872                        | \$4,805,400                  | \$5,012,600                  | \$207,200                   | 4.31%               |
| Other Municipalities                      | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Fees, Service Charges, & Misc Revenue     | \$1,960,894                  | \$1,387,005                        | \$1,740,400                  | \$989,400                    | (\$751,000)                 | (43.15%)            |
| Internal Revenue                          | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Contribution from Reserves                | <u>\$5,193,348</u>           | <u>\$17,211</u>                    | <u>\$0</u>                   | <u>\$0</u>                   | <u>\$0</u>                  | <u>0.00%</u>        |
| <b>Subtotal</b>                           | <b><u>\$87,352,589</u></b>   | <b><u>\$77,236,612</u></b>         | <b><u>\$84,434,585</u></b>   | <b><u>\$85,828,528</u></b>   | <b><u>\$1,393,943</u></b>   | <b><u>1.65%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>      | <b><u>(\$76,195,156)</u></b> | <b><u>(\$71,926,253)</u></b>       | <b><u>(\$79,581,316)</u></b> | <b><u>(\$81,748,195)</u></b> | <b><u>(\$2,166,879)</u></b> | <b><u>2.72%</u></b> |
| <b>CAPITAL</b>                            |                              |                                    |                              |                              |                             |                     |
| Gross Capital                             | \$0                          | \$0                                | \$0                          | \$0                          | \$0                         | 0.00%               |
| Capital Funding                           | <u>\$0</u>                   | <u>\$0</u>                         | <u>\$0</u>                   | <u>\$0</u>                   | <u>\$0</u>                  | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>        | <b><u>\$0</u></b>            | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>            | <b><u>\$0</u></b>            | <b><u>\$0</u></b>           | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>        | <b><u>(\$76,195,156)</u></b> | <b><u>(\$71,926,253)</u></b>       | <b><u>(\$79,581,316)</u></b> | <b><u>(\$81,748,195)</u></b> | <b><u>(\$2,166,879)</u></b> | <b><u>2.72%</u></b> |

### Financial and Transfers

The chart below outlines the changes in Financial and Transfers from the 2020 budget to the 2021 submission.

| Description                          | 2020<br>Budget     | 2021<br>Submission | \$<br>Change       |
|--------------------------------------|--------------------|--------------------|--------------------|
| Taxes Written off                    | \$1,000,000        | \$1,000,000        | -                  |
| Tax increment Grants                 | 1,267,449          | 1,045,430          | (222,019)          |
| Property Assessment                  | 500,000            | 500,000            | -                  |
| Charitable Rebate Program            | 106,700            | 128,400            | 21,700             |
| Other Financial                      | 460                | 853                | 393                |
| Contribution to Reserves             |                    |                    |                    |
| Repayment to Working Reserves (DC's) | 500,000            | 300,000            | (200,000)          |
| Tax Stabilization                    | -                  | -                  | -                  |
| Interest Income                      | 358,480            | 108,000            | (250,480)          |
| Capital Levy                         | 348,100            | 522,400            | 174,300            |
| Life Cycle Costing                   | 250,000            | 300,000            | 50,000             |
| HoTC Non Refundable TIG              | 89,830             | 143,000            | 53,170             |
| HoTC Capital Outlay repayment        | 32,250             | 32,250             | -                  |
| Brownfields Non Refundable TIG       | 400,000            | -                  | (400,000)          |
| <b>Total</b>                         | <b>\$4,853,269</b> | <b>\$4,080,333</b> | <b>(\$772,936)</b> |

#### Taxes Written Off (refunds)

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

Over the last three MPAC assessment cycles (2009 to 2020), the City has refunded over \$10.6 million in municipal taxes collected. There remains a number of outstanding appeals at the Assessment Review Board where decisions are pending.

As part of the Ontario Government's Economic and Fiscal Update, on March 25, 2020 the Minister of Finance announced that the 2020 Assessment Update would be postponed. Property assessments for the 2021 taxation year would continue to be based on the fully phased-in January 1, 2016 current values (the same valuation used for the 2020 taxation year). For the City of Cornwall, 15,186 (95.2%) of 15,951 residential properties will not have a property assessment change from 2020.

# Ontario Works Division

## 2021 Draft Budget Submission

### Includes:

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

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

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### Description

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

### Key Goals

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

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### Commentary

#### Salaries and Benefits

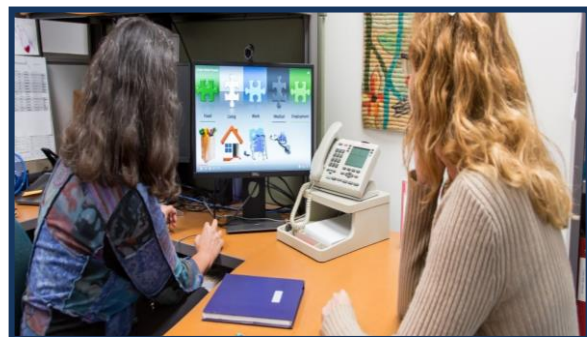
Reductions in this category are due to a reduction in FTEs as a result of retirements and resignations. Due to changes at the provincial level, these positions are not being filled at this time.

#### Purchase of Goods

There is a decrease in stationary supplies and furnishings.

#### Services and Rents

The decrease in this category is largely due to aligning employment related expenses to historical trends. Additional decreases include the elimination of fibre optic expenses. Increases are due to the implementation of Electronic Document Management in 2020 and ongoing related costs in 2021.



#### Financial and Transfers

Client benefit expenditures for 2021 have increased in expectation of a rising Ontario Works caseload. There has also been a minor reduction in computer hardware and software related expenses.

#### Provincial and Federal Grants

Funding is received from the Provincial level, the Ministry of Children, Community and Social Services (MCCSS).

The cost of administering benefits is shared between MCCSS, the United Counties of SDG (Counties), and the City. The Municipal share is split between the City (70%) and Counties (30%). For 2021, costs of administering benefits, such as salaries or overhead (rent, utilities, etc.) have been frozen at 2018 levels.

OW client benefits have increased in expectation of higher caseloads numbers in 2021. These benefits are 100% provincially funded by MCCSS.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals            | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget             | 2021<br>Submission         | \$<br>Change              | %<br>Change            |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|------------------------|
| <b>OPERATING</b>                      |                            |                                    |                            |                            |                           |                        |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                        |
| Salaries and Benefits                 | \$3,879,550                | \$3,044,064                        | \$3,840,284                | \$3,595,692                | (\$244,592)               | (6.37%)                |
| Purchase of Goods                     | \$44,550                   | \$47,462                           | \$49,000                   | \$43,025                   | (\$5,975)                 | (12.19%)               |
| Services and Rents                    | \$1,150,017                | \$749,862                          | \$1,266,336                | \$1,146,555                | (\$119,781)               | (9.46%)                |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$17,833,731</u>        | <u>\$15,182,915</u>                | <u>\$18,442,885</u>        | <u>\$19,343,220</u>        | <u>\$900,335</u>          | <u>4.88%</u>           |
| <b>Subtotal</b>                       | <b><u>\$22,907,848</u></b> | <b><u>\$19,024,303</u></b>         | <b><u>\$23,598,505</u></b> | <b><u>\$24,128,492</u></b> | <b><u>\$529,987</u></b>   | <b><u>2.25%</u></b>    |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                        |
| Provincial and Federal Grants         | \$21,568,170               | \$18,190,779                       | \$22,147,970               | \$22,897,187               | \$749,217                 | 3.38%                  |
| Other Municipalities                  | \$607,243                  | \$393,728                          | \$577,311                  | \$522,129                  | (\$55,182)                | (9.56%)                |
| Fees, Service Charges, & Misc Revenue | \$0                        | \$55                               | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Internal Revenue                      | \$100                      | \$1,176                            | \$4,880                    | \$7,938                    | \$3,058                   | 62.66%                 |
| Contribution from Reserves            | <u>\$10,640</u>            | <u>\$7,540</u>                     | <u>\$81,664</u>            | <u>\$95,372</u>            | <u>\$13,708</u>           | <u>16.79%</u>          |
| <b>Subtotal</b>                       | <b><u>\$22,186,153</u></b> | <b><u>\$18,593,278</u></b>         | <b><u>\$22,811,825</u></b> | <b><u>\$23,522,626</u></b> | <b><u>\$710,801</u></b>   | <b><u>3.12%</u></b>    |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$721,695</u></b>    | <b><u>\$431,025</u></b>            | <b><u>\$786,680</u></b>    | <b><u>\$605,866</u></b>    | <b><u>(\$180,814)</u></b> | <b><u>(22.98%)</u></b> |
| <b>CAPITAL</b>                        |                            |                                    |                            |                            |                           |                        |
| Gross Capital                         | \$0                        | \$0                                | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                | <u>0.00%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>    |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$721,695</u></b>    | <b><u>\$431,025</u></b>            | <b><u>\$786,680</u></b>    | <b><u>\$605,866</u></b>    | <b><u>(\$180,814)</u></b> | <b><u>(22.98%)</u></b> |

## Summary by Activity

|                                                  | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change              | %<br>Change            |
|--------------------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| Cost of Administration and Employment Assistance | \$711,874               | \$423,415                          | \$778,365               | \$597,411               | (\$180,954)               | (23.25%)               |
| Ontario Works Benefit Program                    | <u>\$9,821</u>          | <u>\$7,610</u>                     | <u>\$8,315</u>          | <u>\$8,455</u>          | <u>\$140</u>              | <u>1.68%</u>           |
| <b>TOTAL OPERATING AND CAPITAL</b>               | <b><u>\$721,695</u></b> | <b><u>\$431,025</u></b>            | <b><u>\$786,680</u></b> | <b><u>\$605,866</u></b> | <b><u>(\$180,814)</u></b> | <b><u>(22.98%)</u></b> |



# Child Care Services

## 2021 Draft Budget Submission

### Includes:

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

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### Description

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

### Key Goals

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

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### Commentary

#### Services and Rents

Special purpose expenses are more in line with trend. Expenses have also been re-categorized to indicate their function more appropriately.

#### Revenue

Per the government's announcement in August 2019, the ministry will phase in changes to childcare funding as follows:

Effective January 1, 2021, Consolidated Municipal Service Managers (CMSMs) will be required to cost share all administrative funding at a rate of 50/50 with the Ministry of Education. The cap on cost shared funding will remain at 10% of the total Ministry general allocation, for 2021.

Effective January 1, 2022, the cap on cost shared administrative funding will be reduced from 10% to 5% (and remain cost shared at 50/50).

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

On November 27, 2020, the Ministry of Education announced that, although they will be proceeding with implementation of 50/50 administration cost sharing, they will provide one-time transitional funding in 2021 to assist with the impact to Municipalities.

This one-time funding will help offset the additional cost to the municipality of operating child care.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals            | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget             | 2021<br>Submission         | \$<br>Change                | %<br>Change            |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|-----------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                             |                        |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                             |                        |
| Salaries and Benefits                 | \$1,475,260                | \$1,356,468                        | \$1,605,118                | \$1,420,836                | (\$184,282)                 | (11.48%)               |
| Purchase of Goods                     | \$31,362                   | \$13,556                           | \$42,400                   | \$21,350                   | (\$21,050)                  | (49.65%)               |
| Services and Rents                    | \$11,546,981               | \$7,167,628                        | \$10,746,373               | \$10,175,769               | (\$570,604)                 | (5.31%)                |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$0                        | \$0                         | 0.00%                  |
| Financial and Transfers               | <u>\$17,051</u>            | <u>\$4,008</u>                     | <u>\$12,935</u>            | <u>\$23,600</u>            | <u>\$10,665</u>             | <u>82.45%</u>          |
| <b>Subtotal</b>                       | <b>\$13,070,654</b>        | <b>\$8,541,660</b>                 | <b>\$12,406,826</b>        | <b>\$11,641,555</b>        | <b>(\$765,271)</b>          | <b>(6.17%)</b>         |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                             |                        |
| Provincial and Federal Grants         | \$11,403,855               | \$7,181,154                        | \$10,550,696               | \$10,149,843               | (\$400,853)                 | (3.80%)                |
| Other Municipalities                  | \$177,486                  | \$123,386                          | \$179,210                  | \$250,402                  | \$71,192                    | 39.73%                 |
| Fees, Service Charges, & Misc Revenue | \$389,973                  | \$539,143                          | \$400,000                  | \$346,500                  | (\$53,500)                  | (13.38%)               |
| Internal Revenue                      | \$1,120,331                | \$686,681                          | \$1,266,012                | \$624,013                  | (\$641,999)                 | (50.71%)               |
| Contribution from Reserves            | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                  | <u>0.00%</u>           |
| <b>Subtotal</b>                       | <b><u>\$13,091,645</u></b> | <b><u>\$8,530,364</u></b>          | <b><u>\$12,395,918</u></b> | <b><u>\$11,370,758</u></b> | <b><u>(\$1,025,160)</u></b> | <b><u>(8.27%)</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>(\$20,991)</u></b>   | <b><u>\$11,296</u></b>             | <b><u>\$10,908</u></b>     | <b><u>\$270,797</u></b>    | <b><u>\$259,889</u></b>     | <b><u>2382.55%</u></b> |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                             |                        |
| Gross Capital                         | \$0                        | \$0                                | \$0                        | \$0                        | \$0                         | 0.00%                  |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                  | <u>0.00%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>           | <b><u>0.00%</u></b>    |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>(\$20,991)</u></b>   | <b><u>\$11,296</u></b>             | <b><u>\$10,908</u></b>     | <b><u>\$270,797</u></b>    | <b><u>\$259,889</u></b>     | <b><u>2382.55%</u></b> |

# Social Housing Services

## 2021 Draft Budget Submission

### Includes:

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

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### Description

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

### Key Goals

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

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### Commentary

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

The Division also oversees the following:

- Social Housing Centralized Waitlist
- Rent Supplement Programs
- Ontario Renovates Program
- Homeownership program (through Habitat for Humanity)
- Portable Housing Benefit under Canada-Ontario Housing Benefit (COHB), previously the Survivors of Domestic Violence Program
- Consolidated Homelessness Prevention Initiative (CHPI) (utility and rental arrears, moving costs, repatriation, etc.) to support permanent residence and/or prevent eviction
- Domiciliary Program
- Hoarding Initiative (through CMHC)
- Personal Disaster Agreement (through Red Cross)
- Ten-Year Housing Plan
- Enumeration (Homelessness study)
- Foot Care and Homemakers' Services



### Salaries and Benefits

The increase in Salaries and Benefits represents incremental and contractual obligations and the inclusion of a Project and Asset Management Coordinator.

### Purchase of Goods

Under CHPI, line items like food provisions and transportation fluctuate regularly to meet client needs. CHPI is 100% funded by the Province (MMAH). The reduction in Purchase of Goods is related to a decrease in stationary supplies.

### Services and Rents

Social Housing received 100% Federal/Provincial funding in Ontario Priorities Housing Initiative (OPHI). The decrease in Services and Rents is related to an decrease in OPHI funding for the Ontario Renovates and the homeownership program. Social Housing also received 100% provincial funding for Social Services Relief Fund (SSRF) administration. The funds will be allocated towards the Project and Asset Management Coordinator to assist with the Housing Revitalization Plan and new construction.

### Financial and Transfers

Social Housing received 100% Federal/Provincial in Canada-Ontario Community Housing Initiative (COCHI) additional funding for current Social Housing Providers to address capital repairs.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals            | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget             | 2021<br>Submission         | \$<br>Change            | %<br>Change         |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|-------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                         |                     |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                         |                     |
| Salaries and Benefits                 | \$782,843                  | \$743,471                          | \$1,008,965                | \$1,068,206                | \$59,241                | 5.87%               |
| Purchase of Goods                     | \$12,867                   | \$26,459                           | \$21,575                   | \$20,544                   | (\$1,031)               | (4.78%)             |
| Services and Rents                    | \$1,877,660                | \$5,087,484                        | \$1,921,936                | \$1,887,909                | (\$34,027)              | (1.77%)             |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%               |
| Financial and Transfers               | <u>\$13,248,226</u>        | <u>\$12,843,286</u>                | <u>\$12,667,292</u>        | <u>\$12,887,458</u>        | <u>\$220,166</u>        | <u>1.74%</u>        |
| <b>Subtotal</b>                       | <b>\$15,921,596</b>        | <b>\$18,700,700</b>                | <b>\$15,619,768</b>        | <b>\$15,864,117</b>        | <b>\$244,349</b>        | <b>1.56%</b>        |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                         |                     |
| Provincial and Federal Grants         | \$8,654,257                | \$11,839,712                       | \$8,431,221                | \$8,332,944                | (\$98,277)              | (1.17%)             |
| Other Municipalities                  | \$1,628,180                | \$1,453,985                        | \$1,653,333                | \$1,686,304                | \$32,971                | 1.99%               |
| Fees, Service Charges, & Misc Revenue | \$14,595                   | \$20,491                           | \$0                        | \$0                        | \$0                     | 0.00%               |
| Internal Revenue                      | \$56,401                   | \$298,290                          | \$106,162                  | \$208,173                  | \$102,011               | 96.09%              |
| Contribution from Reserves            | <u>\$221,160</u>           | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$100,000</u>           | <u>\$100,000</u>        | <u>100.00%</u>      |
| <b>Subtotal</b>                       | <b><u>\$10,574,593</u></b> | <b><u>\$13,612,478</u></b>         | <b><u>\$10,190,716</u></b> | <b><u>\$10,327,421</u></b> | <b><u>\$136,705</u></b> | <b><u>1.34%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$5,347,003</u></b>  | <b><u>\$5,088,222</u></b>          | <b><u>\$5,429,052</u></b>  | <b><u>\$5,536,696</u></b>  | <b><u>\$107,644</u></b> | <b><u>1.98%</u></b> |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                         |                     |
| Gross Capital                         | \$0                        | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%               |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>              | <u>0.00%</u>        |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>       | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$5,347,003</u></b>  | <b><u>\$5,088,222</u></b>          | <b><u>\$5,429,052</u></b>  | <b><u>\$5,536,696</u></b>  | <b><u>\$107,644</u></b> | <b><u>1.98%</u></b> |

# Glen Stor Dun Lodge

## 2021 Budget Submission

### Includes:

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

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### Description

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

### Key Goals

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

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### Commentary

#### Salaries and Benefits

There is an expected increase of 4.44% in Salaries and Benefits due to the following reasons: Vacation entitlement increases and costs associated for replacement, benefit cost increases, one part-time position replaced with a full-time, and the inclusion of the Nurse Practitioner (contract) moved from Services and Rents. Readjustment of overtime cost to coincide with the 3-year average.

#### Purchase of Goods

For 2021, there is a decrease in electricity costs based on current trends along with increases in food provisions.

#### Services and Rents

For 2021, the cost of telephone and fibre optic have decreased. The Lodger will be replaced with an Electronic system. The budget for contracted services was also decreased to reflect the 3-year average.

#### Financial

Increase cost in ITT Hardware/Software to reflect the needs of the Lodge for their Electronic documentation, monitoring and reporting system. Added modules include: Infection Prevention & Control, Wound Care Management, Document Manager (e-signature), Secure Conversations, Cliniconnex and Nutrition Care Management.

#### Revenue

The GSDL receives funding from a number of sources. Revenues from the Ministry are based on envelopes of funding for specific programs as well as formula-based funding based on resident acuity (Case Mix Index (CMI)). An overall revenue increase in Ministry funding for resident level of care of 1.92% is expected for 2021.

#### Capital Expenditures

For the first time, the GSDL will be financing a capital project, the back up generator further describe in the Capital Section. It is recommended by the Committee of Management that a reserve of \$250,000 annually be implemented and added to the 2021 budget.

The GSDL has submitted 5 applications for funding through the Investing in Canada Infrastructure (ICIP) – Long Term Care Homes Program. Successful applications are funded 80% from the Federal Government and 20% by the Provincial Government. There is no requirement for a Municipal contribution. The City is expecting to hear back in early Spring. The back up generator is one of these projects.

#### Outreach Programs

The outreach budget is presented with a 1.78% increase, which is directly tied to client recoveries.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals            | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget             | 2021<br>Submission         | \$<br>Change              | %<br>Change            |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|---------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                           |                        |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                           |                        |
| Salaries and Benefits                 | \$10,425,012               | \$9,996,487                        | \$11,037,005               | \$11,527,218               | \$490,213                 | 4.44%                  |
| Purchase of Goods                     | \$1,509,475                | \$1,250,694                        | \$1,485,794                | \$1,496,738                | \$10,944                  | 0.74%                  |
| Services and Rents                    | \$762,360                  | \$618,630                          | \$779,886                  | \$728,658                  | (\$51,228)                | (6.57%)                |
| Financing LTD Principal & Interest    | \$0                        | \$0                                | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$129,151</u>           | <u>\$74,966</u>                    | <u>\$101,279</u>           | <u>\$127,647</u>           | <u>\$26,368</u>           | <u>26.04%</u>          |
| <b>Subtotal</b>                       | <b>\$12,825,998</b>        | <b>\$11,940,777</b>                | <b>\$13,403,964</b>        | <b>\$13,880,261</b>        | <b>\$476,297</b>          | <b>3.55%</b>           |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                           |                        |
| Provincial and Federal Grants         | \$7,018,869                | \$6,410,464                        | \$6,934,878                | \$7,059,687                | \$124,809                 | 1.80%                  |
| Other Municipalities                  | \$644,468                  | \$663,922                          | \$734,543                  | \$836,535                  | \$101,992                 | 13.89%                 |
| Fees, Service Charges, & Misc Revenue | \$4,216,657                | \$3,524,252                        | \$4,394,470                | \$4,372,123                | (\$22,347)                | (0.51%)                |
| Internal Revenue                      | \$0                        | \$3,650                            | \$0                        | \$0                        | \$0                       | 0.00%                  |
| Contribution from Reserves            | <u>\$0</u>                 | <u>\$25,000</u>                    | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>                | <u>0.00%</u>           |
| <b>Subtotal</b>                       | <b><u>\$11,879,994</u></b> | <b><u>\$10,627,288</u></b>         | <b><u>\$12,063,891</u></b> | <b><u>\$12,268,345</u></b> | <b><u>\$204,454</u></b>   | <b><u>1.69%</u></b>    |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$946,004</u></b>    | <b><u>\$1,313,489</u></b>          | <b><u>\$1,340,073</u></b>  | <b><u>\$1,611,916</u></b>  | <b><u>\$271,843</u></b>   | <b><u>20.29%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                           |                        |
| Gross Capital                         | \$273,577                  | \$302,050                          | \$431,500                  | \$1,119,000                | \$687,500                 | 159.33%                |
| Capital Funding                       | \$0                        | \$0                                | (\$129,450)                | (\$969,130)                | (\$839,680)               | 648.65%                |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$273,577</u></b>    | <b><u>\$302,050</u></b>            | <b><u>\$302,050</u></b>    | <b><u>\$149,870</u></b>    | <b><u>(\$152,180)</u></b> | <b><u>(50.38%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$1,219,581</u></b>  | <b><u>\$1,615,539</u></b>          | <b><u>\$1,642,123</u></b>  | <b><u>\$1,761,786</u></b>  | <b><u>\$119,663</u></b>   | <b><u>7.29%</u></b>    |

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| Summary by Activity                | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Resident Services                  | \$269,992                 | \$868,444                          | \$691,122                 | \$786,057                 | \$94,935                | 13.74%              |
| Maintenance                        | \$686,007                 | \$505,854                          | \$681,626                 | \$701,549                 | \$19,923                | 2.92%               |
| Outreach Programs                  | \$263,582                 | \$241,241                          | \$269,375                 | \$274,180                 | \$4,805                 | 1.78%               |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$1,219,581</u></b> | <b><u>\$1,615,539</u></b>          | <b><u>\$1,642,123</u></b> | <b><u>\$1,761,786</u></b> | <b><u>\$119,663</u></b> | <b><u>7.29%</u></b> |

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## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-15 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

- Resident Equipment
- Backup Generator (to support new HVAC unit)
- Air Supply Units
- Passenger Elevator Hydraulic Modernization & Inground Cylinder Replacement
- Building Requirements
- Kitchen & Laundry Equipment

# Cornwall SDG Paramedic & Emergency Mgmt Services

## 2021 Budget Submission



### Includes:

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

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### Description

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

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

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

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

### Key Goals

1. Meet legislated responsibilities under the Ambulance Act and the Emergency Management and Civic protection Act.
2. Curb the lengthening response time trend by adding additional staff to the road.
3. Utilize anticipated increases in base funding to expand the Community Paramedic Program to reduce the 'ambulance transport to hospital' numbers of people who would best be managed in a nonemergent, community-based setting.
4. Maintain the current complement of Public Access Defibrillators.

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### Commentary

#### Salaries and Benefits

The 2021 budget submission reflects an increase to front line staffing. An additional 12-hour shift has been incorporated into this budget. This is approximately 8,320 hours of front line deployment not including replacement hours for leaves.

#### Purchase of Goods

The cost of Personal Protective Equipment (PPE) has doubled since COVID-19. An additional \$80,000 has been included in the 2021 budget to address these increases. Medical equipment requirements for ambulances (Defibrillator Mounting Systems) are included at \$42,000 along with uniforms and safety supplies for the additional front line deployment.

#### Financial and Transfers

The increase in Financial and Transfers is related to an upgrade in departmental software and an increase in amortization of tangible capital assets.

#### Revenue

The anticipated funding increase from the Ministry of Health and Long-Term Care (MOHLTC) is set at two percent above the previous year's base funding. Public health initiatives related to communicable disease undertaken by Paramedic Services are supported by the Health Unit and are performed on a cost recovery basis.

Correspondence with Ontario Health East indicates that pilot program funding for the Community Paramedic (CP) program will move towards base funding and will be enhanced to support larger programs. CP initiatives continue to be 100% funded by the Ministry.

#### 2020 Funding from MOHLTC

In August 2020, the Ministry of Health and Long-Term Care provided an additional \$559,044 of base funding. Changes to the long-term capital plan are required to address the plan to stabilize response time degradation. Additional ambulances will be required in conjunction with increased staffing levels. To minimize the impact to the tax base in 2021, it is recommended that the additional funding from the MOHLTC, compared to the 2020 budget, be allocated to capital reserves and used to fund future capital requirements.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals            | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget             | 2021<br>Submission         | \$<br>Change            | %<br>Change         |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|-------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                         |                     |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                         |                     |
| Salaries and Benefits                 | \$11,452,265               | \$10,627,748                       | \$11,909,146               | \$12,775,828               | \$866,682               | 7.28%               |
| Purchase of Goods                     | \$784,209                  | \$613,163                          | \$873,052                  | \$1,018,971                | \$145,919               | 16.71%              |
| Services and Rents                    | \$1,073,972                | \$868,039                          | \$1,133,325                | \$1,151,748                | \$18,423                | 1.63%               |
| Financing LTD Principal & Interest    | \$104,354                  | \$86,961                           | \$104,354                  | \$104,354                  | \$0                     | 0.00%               |
| Financial and Transfers               | <u>\$758,888</u>           | <u>\$636,994</u>                   | <u>\$864,280</u>           | <u>\$991,415</u>           | <u>\$127,135</u>        | <u>14.71%</u>       |
| <b>Subtotal</b>                       | <b>\$14,173,688</b>        | <b>\$12,832,905</b>                | <b>\$14,884,157</b>        | <b>\$16,042,316</b>        | <b>\$1,158,159</b>      | <b>7.78%</b>        |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                         |                     |
| Provincial and Federal Grants         | \$6,946,973                | \$6,350,407                        | \$7,001,050                | \$7,651,983                | \$650,933               | 9.30%               |
| Other Municipalities                  | \$4,562,580                | \$3,952,816                        | \$4,857,460                | \$5,215,285                | \$357,825               | 7.37%               |
| Fees, Service Charges, & Misc Revenue | \$59,969                   | \$109,906                          | \$33,630                   | \$0                        | (\$33,630)              | (100.00%)           |
| Internal Revenue                      | \$0                        | \$0                                | \$0                        | \$0                        | \$0                     | 0.00%               |
| Contribution from Reserves            | <u>\$93,487</u>            | <u>\$72,324</u>                    | <u>\$96,432</u>            | <u>\$99,474</u>            | <u>\$3,042</u>          | <u>3.15%</u>        |
| <b>Subtotal</b>                       | <b><u>\$11,663,009</u></b> | <b><u>\$10,485,453</u></b>         | <b><u>\$11,988,572</u></b> | <b><u>\$12,966,742</u></b> | <b><u>\$978,170</u></b> | <b><u>8.16%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$2,510,679</u></b>  | <b><u>\$2,347,452</u></b>          | <b><u>\$2,895,585</u></b>  | <b><u>\$3,075,574</u></b>  | <b><u>\$179,989</u></b> | <b><u>6.22%</u></b> |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                         |                     |
| Gross Capital                         | \$0                        | \$0                                | \$709,500                  | \$950,000                  | \$240,500               | 33.90%              |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>(\$709,500)</u>         | <u>(\$950,000)</u>         | <u>(\$240,500)</u>      | <u>33.90%</u>       |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>          | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>          | <b><u>\$0</u></b>          | <b><u>\$0</u></b>       | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$2,510,679</u></b>  | <b><u>\$2,347,452</u></b>          | <b><u>\$2,895,585</u></b>  | <b><u>\$3,075,574</u></b>  | <b><u>\$179,989</u></b> | <b><u>6.22%</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Cornwall SDG Paramedic Services    | \$2,455,630               | \$2,297,576                        | \$2,807,064               | \$2,992,538               | \$185,474               | 6.61%               |
| Community Paramedic                | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Emergency Management Services      | \$55,049                  | \$49,876                           | \$88,521                  | \$83,036                  | (\$5,485)               | (6.20%)             |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$2,510,679</u></b> | <b><u>\$2,347,452</u></b>          | <b><u>\$2,895,585</u></b> | <b><u>\$3,075,574</u></b> | <b><u>\$179,989</u></b> | <b><u>6.22%</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-23 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

Ambulance Replacement  
Power Cot Replacement  
ToughBook Computers





# Fire Services

## 2021 Budget Submission



### Includes:

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

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### Description

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

### Key Goals

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

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### Commentary

#### Purchase of Goods

The CFS has budgeted \$25,000 for a replacement radio repeater. The current repeater is beyond its useful life and no longer has an ability to be supported. The replacement of the repeater will ensure emergency radio communications for Fire Services continues. This will bridge the gap until a greater plan has a chance to evolve for emergency service communications. This purchase is funded from the Equipment and Vehicles Reserve. Other increases in Purchase of Goods are related to replacement equipment and parts.

#### Services and Rents

The increase in Services and Rents is the cost for Transit Services to repair and maintain the Fire Services' fleet.

#### Financial and Transfers

The increase in Financial and Transfers is the annual maintenance for the department's ERP software .

#### Revenue

In 2019 and 2020, the Department received No Place Like Home Funding to support local housing needs in the community. 2020 was a challenging year for other revenue based on a decrease in direct incident billing and user fees. We continue to leverage unique messaging and partnership opportunities to benefit and enhance our public relations and education messaging. Social media has allowed us to reach more people in a more cost-effective manner.

#### Capital

The CFS is planning significant investments in Capital for 2021 by continuing with the new Fire Station Headquarters and Training site. The project is planned and budgeted over a period of 3 years, beginning in 2019 with the purchase of the new property, located at 735 Tollgate Road. The RFP for design and build management was awarded in the Fall of 2020 and meetings have begun to prepare for construction.

Also included is the replacement of a pumper truck that left Fire Services in early 2020 and was repurposed by Municipal Works. The replacement vehicle is part of our capital asset management plan.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission         | \$<br>Change             | %<br>Change            |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|----------------------------|--------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                            |                          |                        |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                            |                          |                        |
| Salaries and Benefits                 | \$9,157,795               | \$8,478,860                        | \$9,151,713               | \$9,144,899                | (\$6,814)                | (0.07%)                |
| Purchase of Goods                     | \$189,142                 | \$224,728                          | \$275,757                 | \$335,950                  | \$60,193                 | 21.83%                 |
| Services and Rents                    | \$224,700                 | \$246,382                          | \$151,968                 | \$326,665                  | \$174,697                | 114.96%                |
| Financing LTD Principal & Interest    | \$272,473                 | \$227,061                          | \$273,243                 | \$273,243                  | \$0                      | 0.00%                  |
| Financial and Transfers               | <u>\$125,109</u>          | <u>\$75,107</u>                    | <u>\$69,300</u>           | <u>\$79,100</u>            | <u>\$9,800</u>           | <u>14.14%</u>          |
| <b>Subtotal</b>                       | <b>\$9,969,219</b>        | <b>\$9,252,138</b>                 | <b>\$9,921,981</b>        | <b>\$10,159,857</b>        | <b>\$237,876</b>         | <b>2.40%</b>           |
| <b>REVENUE</b>                        |                           |                                    |                           |                            |                          |                        |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$5,000                   | \$2,500                    | (\$2,500)                | (50.00%)               |
| Other Municipalities                  | \$12,000                  | \$0                                | \$12,000                  | \$12,000                   | \$0                      | 0.00%                  |
| Fees, Service Charges, & Misc Revenue | \$147,042                 | \$46,683                           | \$45,000                  | \$27,500                   | (\$17,500)               | (38.89%)               |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                        | \$0                      | 0.00%                  |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$16,630</u>                    | <u>\$30,000</u>           | <u>\$25,000</u>            | <u>(\$5,000)</u>         | <u>(16.67%)</u>        |
| <b>Subtotal</b>                       | <b><u>\$159,042</u></b>   | <b><u>\$63,313</u></b>             | <b><u>\$92,000</u></b>    | <b><u>\$67,000</u></b>     | <b><u>(\$25,000)</u></b> | <b><u>(27.17%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$9,810,177</u></b> | <b><u>\$9,188,825</u></b>          | <b><u>\$9,829,981</u></b> | <b><u>\$10,092,857</u></b> | <b><u>\$262,876</u></b>  | <b><u>2.67%</u></b>    |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                            |                          |                        |
| Gross Capital                         | (\$17,004)                | \$0                                | \$2,900,000               | \$3,780,000                | \$880,000                | 30.34%                 |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$2,900,000)</u>      | <u>(\$3,780,000)</u>       | <u>(\$880,000)</u>       | <u>30.34%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>(\$17,004)</u></b>  | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>          | <b><u>\$0</u></b>        | <b><u>0.00%</u></b>    |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$9,793,173</u></b> | <b><u>\$9,188,825</u></b>          | <b><u>\$9,829,981</u></b> | <b><u>\$10,092,857</u></b> | <b><u>\$262,876</u></b>  | <b><u>2.67%</u></b>    |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission         | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|----------------------------|-------------------------|---------------------|
| Administration/Prevention          | \$762,980                 | \$738,317                          | \$1,151,839               | \$1,158,342                | \$6,503                 | 0.56%               |
| Suppression                        | <u>\$9,030,193</u>        | <u>\$8,450,508</u>                 | <u>\$8,678,142</u>        | <u>\$8,934,515</u>         | <u>\$256,373</u>        | <u>2.95%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$9,793,173</u></b> | <b><u>\$9,188,825</u></b>          | <b><u>\$9,829,981</u></b> | <b><u>\$10,092,857</u></b> | <b><u>\$262,876</u></b> | <b><u>2.67%</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-28 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

Fire Headquarters and Training Centre  
Pumper 3 Replacement



# Cornwall Police Service

## 2021 Budget Submission

### Includes:

- The Cornwall Police Service (CPS) is a municipal police service as provided for under the Police Services Act of Ontario. In partnership with the community, the CPS is committed to the pursuit of excellence and keeping our city safe. The 2021 budget provides funding for administration and infrastructure necessary to provide adequate and effective policing as required under the Police Services Act for the City of Cornwall.

### Description

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



### Strategic Priorities:

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

### Commentary

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

### Salaries and Benefits

Salaries and Benefits account for over 88% of the total operating budget. Staffing levels remain unchanged in 2021 and increases represent incremental and contractual obligations.

### Purchase of Goods

There was a one-time purchase of \$61,000 in 2020, which was fully funded through a provincial grant. Increases in office supplies and ITT requirements has been offset by a reduction in fuel costs.

### Services and Rents

Enhancement of our Employee Wellness Plan (\$15,000) has been included in Services and Rents. A reduction in telephone lines is offset by increases in professional fees and contracted services to align with actuals.

### Financing LTD Principal & Interest

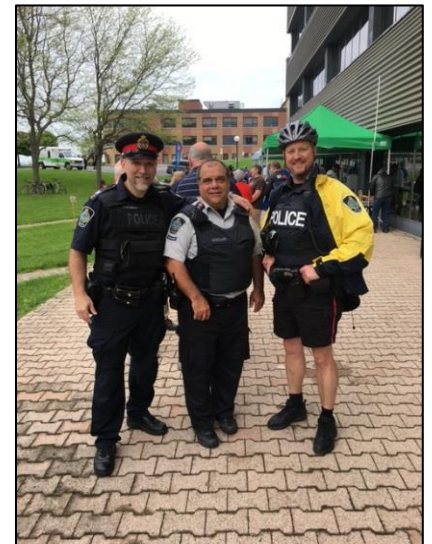
A loan for vehicles matured in 2020. The Police fleet is no longer financed but funded from the Vehicle and Equipment Reserve as planned through lifecycle costing of assets.

### Revenue

There is a slight decrease to revenues in 2021, resulting from reduced Provincial funding for the Court Security Grant and one-time grant funding received in 2020.

### Capital

Net Capital has increased by \$75,600 and includes improvements to communications equipment and annual fleet requirements.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals            | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget             | 2021<br>Submission         | \$<br>Change             | %<br>Change           |
|---------------------------------------|----------------------------|------------------------------------|----------------------------|----------------------------|--------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                            |                                    |                            |                            |                          |                       |
| <b>EXPENDITURES</b>                   |                            |                                    |                            |                            |                          |                       |
| Salaries and Benefits                 | \$18,568,323               | \$17,040,046                       | \$18,621,435               | \$19,092,151               | \$470,716                | 2.53%                 |
| Purchase of Goods                     | \$839,932                  | \$692,058                          | \$1,027,812                | \$958,688                  | (\$69,124)               | (6.73%)               |
| Services and Rents                    | \$1,057,894                | \$993,552                          | \$1,092,472                | \$1,116,745                | \$24,273                 | 2.22%                 |
| Financing LTD Principal & Interest    | \$359,657                  | \$252,767                          | \$298,147                  | \$241,203                  | (\$56,944)               | (19.10%)              |
| Financial and Transfers               | <u>\$98,707</u>            | <u>\$216,503</u>                   | <u>\$211,400</u>           | <u>\$211,200</u>           | <u>(\$200)</u>           | <u>(0.09%)</u>        |
| <b>Subtotal</b>                       | <b>\$20,924,513</b>        | <b>\$19,194,926</b>                | <b>\$21,251,266</b>        | <b>\$21,619,987</b>        | <b>\$368,721</b>         | <b>1.74%</b>          |
| <b>REVENUE</b>                        |                            |                                    |                            |                            |                          |                       |
| Provincial and Federal Grants         | \$1,553,627                | \$1,338,600                        | \$1,212,015                | \$1,155,785                | (\$56,230)               | (4.64%)               |
| Other Municipalities                  | \$145,600                  | \$148,400                          | \$148,400                  | \$151,540                  | \$3,140                  | 2.12%                 |
| Fees, Service Charges, & Misc Revenue | \$477,841                  | \$258,589                          | \$242,000                  | \$285,000                  | \$43,000                 | 17.77%                |
| Internal Revenue                      | \$550                      | (\$150)                            | \$0                        | \$0                        | \$0                      | 0.00%                 |
| Contribution from Reserves            | <u>\$4,600</u>             | <u>\$0</u>                         | <u>\$0</u>                 | <u>\$0</u>                 | <u>\$0</u>               | <u>0.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$2,182,218</u></b>  | <b><u>\$1,745,439</u></b>          | <b><u>\$1,602,415</u></b>  | <b><u>\$1,592,325</u></b>  | <b><u>(\$10,090)</u></b> | <b><u>(0.63%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$18,742,295</u></b> | <b><u>\$17,449,487</u></b>         | <b><u>\$19,648,851</u></b> | <b><u>\$20,027,662</u></b> | <b><u>\$378,811</u></b>  | <b><u>1.93%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                            |                                    |                            |                            |                          |                       |
| Gross Capital                         | \$418,012                  | \$100,200                          | \$292,200                  | \$385,800                  | \$93,600                 | 32.03%                |
| Capital Funding                       | <u>\$0</u>                 | <u>\$0</u>                         | <u>(\$192,000)</u>         | <u>(\$210,000)</u>         | <u>(\$18,000)</u>        | <u>9.38%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$418,012</u></b>    | <b><u>\$100,200</u></b>            | <b><u>\$100,200</u></b>    | <b><u>\$175,800</u></b>    | <b><u>\$75,600</u></b>   | <b><u>75.45%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$19,160,307</u></b> | <b><u>\$17,549,687</u></b>         | <b><u>\$19,749,051</u></b> | <b><u>\$20,203,462</u></b> | <b><u>\$454,411</u></b>  | <b><u>2.30%</u></b>   |

# Municipal Works

## 2021 Budget Submission

### Includes:

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

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

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### Description

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

### Key Goals

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

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### Commentary

#### Salaries and Benefits

There has been an increase in Salaries and Benefits of 4.33% from 2020 due to incremental and contractual obligations and a realignment of staff with MW, MW Roads, and Facilities.

#### Purchase of Goods

Through continued operational efficiencies and a reduction in fuel costs, Purchase of Goods has decreased by 5.89%.

#### Services and Rents

Overall, Services and Rents for MW has increased by 6.65%. This can be attributed to increases in contracted services as they are now in line with 2019 and 2020 actuals.

#### Financing LTD Principal and Interest

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

#### Revenue

Internal revenue has increased by \$282,658 as a result of an increase in City Equipment Rental charges. Departments are charged for the use of vehicles and equipment on an ongoing basis. These charges are based on the requirements of the department, 3-year averages, and trends.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change          |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                      |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                      |
| Salaries and Benefits                 | \$2,300,421               | \$1,883,597                        | \$2,376,257               | \$2,479,210               | \$102,953               | 4.33%                |
| Purchase of Goods                     | \$769,618                 | \$578,572                          | \$939,293                 | \$883,972                 | (\$55,321)              | (5.89%)              |
| Services and Rents                    | \$1,607,808               | \$1,243,976                        | \$1,300,321               | \$1,386,731               | \$86,410                | 6.65%                |
| Financing LTD Principal & Interest    | \$979,119                 | \$1,135,139                        | \$1,429,226               | \$1,967,566               | \$538,340               | 37.67%               |
| Financial and Transfers               | <u>\$213,401</u>          | <u>\$259,194</u>                   | <u>\$117,200</u>          | <u>\$120,200</u>          | <u>\$3,000</u>          | <u>2.56%</u>         |
| <b>Subtotal</b>                       | <b>\$5,870,367</b>        | <b>\$5,100,478</b>                 | <b>\$6,162,297</b>        | <b>\$6,837,679</b>        | <b>\$675,382</b>        | <b>10.96%</b>        |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                      |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                |
| Fees, Service Charges, & Misc Revenue | \$50,249                  | \$145,481                          | \$93,410                  | \$93,410                  | \$0                     | 0.00%                |
| Internal Revenue                      | \$2,468,279               | \$2,320,920                        | \$2,311,751               | \$2,594,409               | \$282,658               | 12.23%               |
| Contribution from Reserves            | \$0                       | \$0                                | \$0                       | \$15,000                  | \$15,000                | 100.00%              |
| <b>Subtotal</b>                       | <b><u>\$2,518,528</u></b> | <b><u>\$2,466,401</u></b>          | <b><u>\$2,405,161</u></b> | <b><u>\$2,702,819</u></b> | <b><u>\$297,658</u></b> | <b><u>12.38%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$3,351,839</u></b> | <b><u>\$2,634,077</u></b>          | <b><u>\$3,757,136</u></b> | <b><u>\$4,134,860</u></b> | <b><u>\$377,724</u></b> | <b><u>10.05%</u></b> |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                      |
| Gross Capital                         | \$196,841                 | \$0                                | \$2,663,000               | \$16,177,000              | \$13,514,000            | 507.47%              |
| Capital Funding                       | \$0                       | \$0                                | (\$2,663,000)             | (\$16,177,000)            | (\$13,514,000)          | 507.47%              |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$196,841</u></b>   | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$3,548,680</u></b> | <b><u>\$2,634,077</u></b>          | <b><u>\$3,757,136</u></b> | <b><u>\$4,134,860</u></b> | <b><u>\$377,724</u></b> | <b><u>10.05%</u></b> |

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| Summary by Activity                | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change          |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|----------------------|
| Administration                     | \$1,035,409               | \$937,346                          | \$1,238,049               | \$1,528,166               | \$290,117               | 23.43%               |
| Parks and Landscaping              | \$2,510,640               | \$1,980,953                        | \$2,365,947               | \$2,644,113               | \$278,166               | 11.76%               |
| Garage                             | <u>\$2,631</u>            | <u>(\$284,222)</u>                 | <u>\$153,140</u>          | <u>(\$37,419)</u>         | <u>(\$190,559)</u>      | <u>(124.43%)</u>     |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$3,548,680</u></b> | <b><u>\$2,634,077</u></b>          | <b><u>\$3,757,136</u></b> | <b><u>\$4,134,860</u></b> | <b><u>\$377,724</u></b> | <b><u>10.05%</u></b> |

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## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-32 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

MW Equipment  
Municipal Works Fleet Renewal Program

MW Yard Redevelopment  
Construction of the New Municipal Works Garage/Multiuse and Administration Buildings  
Demolition and Site Works

Parks and Landscaping  
Emerald Ash Borer



# Roads Division

## 2021 Budget Submission

### Includes:

- 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; sidewalk snow removal/salting along with P&L; parking lot snow ploughing/salt application; snow removal operations (downtown core areas, dead ends etc.); cold patch application (pot holes); operation of the snow management facility.
- The Traffic Flow Maintenance Section is responsible to maintain effective traffic control systems including traffic signals, signs, street lighting as well as the management of School Crossing Guards for student safety during the school year.

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### Description

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

### Key Goals

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

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### Commentary

#### Salaries and Benefits

There has been a decrease in Salaries and Benefits of 5.2% from 2020 due to a reduction of five student positions, as well as the realigning of staff within MW, MW Roads, and Facilities.

#### Summer Control

There is a slight decrease in Summer Control, as a result of decreases in City equipment rentals which are now in line with operational requirements.

#### Winter Control

There was an increase of 30% in the cost of manufactured road salt for 2020, but prices have stabilized for 2021. Services and Rents has increased by \$340,000 as a result of City Equipment Rental charges. Departments are charged for the use of vehicles and equipment. These charges are based on the requirements of the department, 3-year averages, and trends. A contribution from reserves of \$150,000 has been included in the 2021 budget submission to help offset this increase. The new salt dome is now in operation.



#### Traffic Flow Maintenance

There is a decrease in electricity for street lighting (\$46,800) due to the implementation of Phase 2 of the LED Street Light Conversion Program which is to offset the increase in principal and interest charges from the project. Overall, there is an increase of \$46,827 in principal and interest charges due to the LED Street Lighting project as well as from financing a portion of the Pole Replacement capital project along Water Street in 2020. Other increases are related to an increase in contracted services (\$13,000) for traffic signal maintenance and pavement markings.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                       |
| Salaries and Benefits                 | \$2,015,337               | \$1,759,888                        | \$2,146,237               | \$2,034,533               | (\$111,704)             | (5.20%)               |
| Purchase of Goods                     | \$1,414,910               | \$1,159,275                        | \$1,428,314               | \$1,445,375               | \$17,061                | 1.19%                 |
| Services and Rents                    | \$2,582,156               | \$1,993,319                        | \$2,426,763               | \$2,776,058               | \$349,295               | 14.39%                |
| Financing LTD Principal & Interest    | \$273,187                 | \$314,512                          | \$377,387                 | \$424,214                 | \$46,827                | 12.41%                |
| Financial and Transfers               | <u>\$55,882</u>           | <u>\$50,000</u>                    | <u>\$50,000</u>           | <u>\$116,788</u>          | <u>\$66,788</u>         | <u>133.58%</u>        |
| <b>Subtotal</b>                       | <b>\$6,341,472</b>        | <b>\$5,276,994</b>                 | <b>\$6,428,701</b>        | <b>\$6,796,968</b>        | <b>\$368,267</b>        | <b>5.73%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                       |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$51,055                  | \$10,224                           | \$65,278                  | \$64,856                  | (\$422)                 | (0.65%)               |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%                 |
| Contribution from Reserves            | <u>\$274,281</u>          | <u>\$0</u>                         | <u>\$0</u>                | <u>\$172,000</u>          | <u>\$172,000</u>        | <u>100.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$325,336</u></b>   | <b><u>\$10,224</u></b>             | <b><u>\$65,278</u></b>    | <b><u>\$236,856</u></b>   | <b><u>\$171,578</u></b> | <b><u>262.84%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$6,016,136</u></b> | <b><u>\$5,266,770</u></b>          | <b><u>\$6,363,423</u></b> | <b><u>\$6,560,112</u></b> | <b><u>\$196,689</u></b> | <b><u>3.09%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                       |
| Gross Capital                         | \$24                      | \$100,000                          | \$400,000                 | \$400,000                 | \$0                     | 0.00%                 |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$300,000)</u>        | <u>(\$300,000)</u>        | <u>\$0</u>              | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$24</u></b>        | <b><u>\$100,000</u></b>            | <b><u>\$100,000</u></b>   | <b><u>\$100,000</u></b>   | <b><u>\$0</u></b>       | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$6,016,160</u></b> | <b><u>\$5,366,770</u></b>          | <b><u>\$6,463,423</u></b> | <b><u>\$6,660,112</u></b> | <b><u>\$196,689</u></b> | <b><u>3.04%</u></b>   |

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| Summary by Activity                | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Summer Control                     | \$1,583,613               | \$956,893                          | \$1,578,629               | \$1,550,310               | (\$28,319)              | (1.79%)             |
| Winter Control                     | \$2,480,335               | \$2,494,475                        | \$2,586,407               | \$2,781,918               | \$195,511               | 7.56%               |
| Traffic Flow Maintenance           | <u>\$1,952,212</u>        | <u>\$1,915,402</u>                 | <u>\$2,298,387</u>        | <u>\$2,327,884</u>        | <u>\$29,497</u>         | <u>1.28%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$6,016,160</u></b> | <b><u>\$5,366,770</u></b>          | <b><u>\$6,463,423</u></b> | <b><u>\$6,660,112</u></b> | <b><u>\$196,689</u></b> | <b><u>3.04%</u></b> |

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## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-38 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

Traffic Signal Upgrades  
Pole Replacement Program

# Transit Services

## 2021 Budget Submission

### Includes:

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

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### Description

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

### Key Goals

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

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### Commentary

#### Provincial Gas Tax (PGT)

Cornwall Transit has received PGT since its inception in 2004. It is based on 70% population and 30% ridership. All municipalities with transit systems are entitled to PGT. The pool of PGT is derived from 2¢ per litre of fuel sold in Ontario. Presently, PGT funds are used to maintain previous improvements (48%) while the balance is earmarked for the financing of capital projects (52%).

#### Investing in Canada Infrastructure Program (ICIP)

This funding stream reflects a partnership between the Federal government (40%), the Provincial government (33.33%) and the municipality (26.67%). The funding arrangement covers 10 years from 2018 to 2027. It is based on 2015 ridership; Cornwall reported a ridership of 804,007. Five capital projects have been approved in 2020 in the first intake. The second intake will occur in 2021 and includes capital projects for a building addition and wi-fi for bus cameras. The increase in Financial and Transfers is related to the municipal portion of capital projects funded by ICIP.

#### Safe Restart Agreement for Transit (SRA)

The first period covers April 1, 2020 to September 30, 2020. The second period covers October 1, 2020 to March 31, 2021. Eligible expenses include revenue losses, enhanced cleaning/sanitizing, COVID-19 related expenditures, Metrolinx procurement participation and the introduction of Microtransit.

#### Conventional Services

Transit Master Plan recommendations will continue where possible. Service adjustments may be incorporated as dictated by COVID-19 realities.

#### Maintenance

Buses operate on diesel fuel which is budgeted at \$1.00 per litre for 2021 (\$1.10 per litre in 2020). The bus fleet replacement plan continues with the purchase of 2 conventional buses and one Handi-Transit bus and plays a very important role in effectively maintaining costs. New and improved technologies will continue to be part of all new buses to enhance the rider's experience. Contactless fare payments systems will be incorporated in the new farebox system.

#### Financing LTD Principal and Interest

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

#### Ridership/Revenues

Conventional ridership is based on pre-COVID-19 trends estimated at 865,000 for conventional service and 35,000 for HT service for a total of 900,000 in 2021. A modest fare increase is budgeted for May 1, 2021. Actual conventional ridership is estimated to be between 44% and 50% of 2019 or 381,000 and 35% to 40% of 2019 HT ridership or 13,000. Overall revenues are estimated at approximately 43.7% of 2019. Full ridership/revenue recovery is not expected until 2022.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                         |                     |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                     |
| Salaries and Benefits                 | \$3,718,444               | \$3,495,343                        | \$3,812,253               | \$3,939,158               | \$126,905               | 3.33%               |
| Purchase of Goods                     | \$980,226                 | \$661,835                          | \$1,017,115               | \$983,439                 | (\$33,676)              | (3.31%)             |
| Services and Rents                    | \$319,449                 | \$268,541                          | \$400,221                 | \$429,587                 | \$29,366                | 7.34%               |
| Financing LTD Principal & Interest    | \$318,925                 | \$414,696                          | \$507,679                 | \$593,823                 | \$86,144                | 16.97%              |
| Financial and Transfers               | <u>\$169,518</u>          | <u>\$107,392</u>                   | <u>\$164,128</u>          | <u>\$275,532</u>          | <u>\$111,404</u>        | <u>67.88%</u>       |
| <b>Subtotal</b>                       | <b>\$5,506,562</b>        | <b>\$4,947,807</b>                 | <b>\$5,901,396</b>        | <b>\$6,221,539</b>        | <b>\$320,143</b>        | <b>5.42%</b>        |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                     |
| Provincial and Federal Grants         | \$671,425                 | \$1,025,725                        | \$733,509                 | \$683,917                 | (\$49,592)              | (6.76%)             |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Fees, Service Charges, & Misc Revenue | \$1,567,434               | \$1,085,016                        | \$1,765,140               | \$1,959,500               | \$194,360               | 11.01%              |
| Internal Revenue                      | \$659                     | \$186                              | \$0                       | \$0                       | \$0                     | 0.00%               |
| Contribution from Reserves            | \$25,663                  | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| <b>Subtotal</b>                       | <b><u>\$2,265,181</u></b> | <b><u>\$2,110,927</u></b>          | <b><u>\$2,498,649</u></b> | <b><u>\$2,643,417</u></b> | <b><u>\$144,768</u></b> | <b><u>5.79%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$3,241,381</u></b> | <b><u>\$2,836,880</u></b>          | <b><u>\$3,402,747</u></b> | <b><u>\$3,578,122</u></b> | <b><u>\$175,375</u></b> | <b><u>5.15%</u></b> |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                         |                     |
| Gross Capital                         | (\$9,229)                 | \$0                                | \$2,296,000               | \$2,538,300               | \$242,300               | 10.55%              |
| Capital Funding                       | \$0                       | \$0                                | (\$2,296,000)             | (\$2,538,300)             | (\$242,300)             | 10.55%              |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>(\$9,229)</u></b>   | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$3,232,152</u></b> | <b><u>\$2,836,880</u></b>          | <b><u>\$3,402,747</u></b> | <b><u>\$3,578,122</u></b> | <b><u>\$175,375</u></b> | <b><u>5.15%</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Operations Division                | \$1,473,729               | \$1,573,953                        | \$1,496,583               | \$1,455,085               | (\$41,498)              | (2.77%)             |
| Maintenance Division               | <u>\$1,758,423</u>        | <u>\$1,262,927</u>                 | <u>\$1,906,164</u>        | <u>\$2,123,037</u>        | <u>\$216,873</u>        | <u>11.38%</u>       |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$3,232,152</u></b> | <b><u>\$2,836,880</u></b>          | <b><u>\$3,402,747</u></b> | <b><u>\$3,578,122</u></b> | <b><u>\$175,375</u></b> | <b><u>5.15%</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-42 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### **Proposed 2021 Capital Projects**

Conventional Buses (Approved - rpt #2020-293-Financial Services)  
 Handi-Transit Bus (Approved - rpt #2020-262-Financial Services)  
 Electronic Fareboxes  
 Bus Shelters & Accessibility Bus Stops  
 Conventional Bus Surveillance System  
 Wi-Fi Commander Software  
 Addition to Maintenance Garage



# Infrastructure Planning

## 2021 Budget Submission

### Includes:

- The Administration Section is responsible for the management and support services that enable the division to operate. This activity also includes the maintenance of records such as construction drawing archives, reports and legal plans.
- The Design and Construction Sections include all aspects of capital project implementation. These projects are typically related to linear infrastructure which includes roads, sewer and watermain. Activities include asset management, pre-engineering survey, preparation of base plans, detailed design of new/replacement infrastructure, specifications and tender preparation, construction layout, construction supervision, progress payment preparation and as-built drawing records.
- The GIS Section is a component of the Design and Construction Section which is responsible to maintain infrastructure databases used for asset management. The GIS Section is also responsible for maintaining the GIS mapping used by most municipal staff, including Cornwall Police Services, as well as a public interactive mapping website ([maps.cornwall.ca](http://maps.cornwall.ca)).
- The Subdivisions and Approvals Section oversees the subdivision approval process through the planning, design and construction stages. Following Draft Plan Approval, developers must enter into a Subdivision Agreement which includes review of all aspects of the development such as the preliminary servicing report, construction drawings, lot grading, financial security, quality control, and final acceptance of the works. Developments are subject to an administration fee which is the revenue source for the Division.

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### Description

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

This infrastructure includes 272km of watermain, 440km of sewers (sanitary, combined and storm), 272km of roadway, 198km of sidewalks and 25 bridges/large culverts, which together have a replacement value of approximately \$809M.

### Key Goals

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

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### Commentary

#### Salaries and Benefits

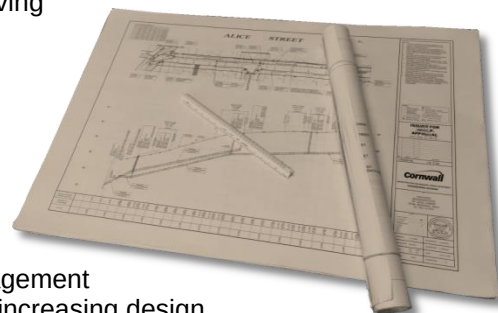
There are no changes to the full-time staffing complement in the Infrastructure Planning Division from 2020 to 2021. Three student positions were eliminated from the 2021 budget as a cost saving measure.

#### Long-Term Debt Financing

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

#### Services and Rents / Revenue

Revenues are primarily derived from internal design and construction management fees charged to capital projects. There is an increase in revenue related to increasing design and construction management fees to be consistent with industry standards. The increase in Contribution from Reserves is funding for the bi-annual structure inspections slated for 2021 with an offsetting increase in Services and Rents.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change              | %<br>Change             |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-------------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                           |                         |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                         |
| Salaries and Benefits                 | \$1,345,549               | \$1,112,718                        | \$1,358,378               | \$1,339,017               | (\$19,361)                | (1.43%)                 |
| Purchase of Goods                     | \$21,798                  | \$12,685                           | \$22,650                  | \$28,150                  | \$5,500                   | 24.28%                  |
| Services and Rents                    | \$57,154                  | \$49,001                           | \$62,916                  | \$91,526                  | \$28,610                  | 45.47%                  |
| Financing LTD Principal & Interest    | \$306,559                 | \$255,466                          | \$387,259                 | \$496,059                 | \$108,800                 | 28.09%                  |
| Financial and Transfers               | <u>\$201,176</u>          | <u>\$145,048</u>                   | <u>\$166,650</u>          | <u>\$167,700</u>          | <u>\$1,050</u>            | <u>0.63%</u>            |
| <b>Subtotal</b>                       | <b>\$1,932,236</b>        | <b>\$1,574,918</b>                 | <b>\$1,997,853</b>        | <b>\$2,122,452</b>        | <b>\$124,599</b>          | <b>6.24%</b>            |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                         |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                   |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                   |
| Fees, Service Charges, & Misc Revenue | \$1,047,684               | \$1,067,058                        | \$1,060,595               | \$1,250,400               | \$189,805                 | 17.90%                  |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                   |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$30,000</u>           | <u>\$30,000</u>           | <u>100.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$1,047,684</u></b> | <b><u>\$1,067,058</u></b>          | <b><u>\$1,060,595</u></b> | <b><u>\$1,280,400</u></b> | <b><u>\$219,805</u></b>   | <b><u>20.72%</u></b>    |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$884,552</u></b>   | <b><u>\$507,860</u></b>            | <b><u>\$937,258</u></b>   | <b><u>\$842,052</u></b>   | <b><u>(\$95,206)</u></b>  | <b><u>(10.16%)</u></b>  |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                           |                         |
| Gross Capital                         | \$545,000                 | \$130,000                          | \$8,815,000               | \$8,230,000               | (\$585,000)               | (6.64%)                 |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$8,685,000)</u>      | <u>(\$8,230,000)</u>      | <u>\$455,000</u>          | <u>(5.24%)</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$545,000</u></b>   | <b><u>\$130,000</u></b>            | <b><u>\$130,000</u></b>   | <b><u>\$0</u></b>         | <b><u>(\$130,000)</u></b> | <b><u>(100.00%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$1,429,552</u></b> | <b><u>\$637,860</u></b>            | <b><u>\$1,067,258</u></b> | <b><u>\$842,052</u></b>   | <b><u>(\$225,206)</u></b> | <b><u>(21.10%)</u></b>  |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission      | \$<br>Change              | %<br>Change            |
|------------------------------------|---------------------------|------------------------------------|---------------------------|-------------------------|---------------------------|------------------------|
| Administration                     | \$1,233,647               | \$549,283                          | \$758,756                 | \$722,149               | (\$36,607)                | (4.82%)                |
| Design and Construction            | \$191,801                 | \$106,861                          | \$293,911                 | \$107,905               | (\$186,006)               | (63.29%)               |
| Subdivisions and Approvals         | <u>\$4,104</u>            | <u>(\$18,284)</u>                  | <u>\$14,591</u>           | <u>\$11,998</u>         | <u>(\$2,593)</u>          | <u>(17.77%)</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$1,429,552</u></b> | <b><u>\$637,860</u></b>            | <b><u>\$1,067,258</u></b> | <b><u>\$842,052</u></b> | <b><u>(\$225,206)</u></b> | <b><u>(21.10%)</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-51 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### Proposed 2021 Capital Projects

#### Road Network

Asphalt Resurfacing on Various City Streets

#### Transportation Capacity

Lemay St. Upgrades Phase 4 - McConnell Ave to MW Yard  
Marleau Avenue Reconstruction and Widening - Stage 2  
CN Rail Property Acquisition – Second St. W. to Ninth St. W.

#### Intersections

Centretown - Water St./Montreal Rd Intersections

#### Structures

Culvert Replacement - Fly Creek at Marleau Ave  
Small Diameter Culvert Replacement

#### Active Transportation

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

# Waste Management Services

## 2021 Budget Submission

### Includes:

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

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### Description

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

### Key Goals

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

### Commentary

#### Waste Management Administration

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

#### Landfill Operations

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

#### Collection and Disposal

The City of Cornwall's contractor collects 13,000 tonnes of residential waste per year, and 3,100 tonnes of recycling. Collected waste material is disposed at the Corporation's landfill site. The site, operated under a separate contract, handles 39,000 tonnes of waste per year, of which 26,000 tonnes are charged tipping fees. Collected recyclable material is delivered to the City's Material Recovery Facility (MRF) for processing to meet specifications of end markets.

The 2021 budget estimates a \$248,000 increase in revenue for landfill tipping fees based on inbound tonnage projections and scheduled increase of tipping fees from \$79 to \$81 per tonne. Salaries and Benefits includes the transition to in-house operation of the scale house and landfill security, replacing a contracted service.

There is an estimated \$140,000 increase in Services and Rents which is attributed to increased costs in disposal of projected inbound waste tonnage as well as Consumer Price Index costs applied to collection and disposal contracts.

#### Recycling

The City of Cornwall owns and operates a Material Recovery Facility. This facility processes approximately 4,500 tonnes of recycling per year received from the City and surrounding municipalities. The processed material is baled and shipped to end markets by a contractor. The Corporation then receives revenue for the materials sold to end markets. Due to weak post consumer markets, a revenue decrease of \$36,000 for the sale of these materials is anticipated.

#### Financial and Capital

In 2021, there will be \$62,000 in Long Term Debt charges associated with the financing of the new Landfill Gas Collection Flare System. As per the DFA report, it is proposed to contribute \$100,000 to the Landfill Closure and Post Closure Reserve Fund and contribute \$370,000 to the Waste Management Capital Reserve (\$270,000 Disposal and \$100,000 Diversion).

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                         |                     |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                         |                     |
| Salaries and Benefits                 | \$324,676                 | \$325,784                          | \$403,573                 | \$576,755                 | \$173,182               | 42.91%              |
| Purchase of Goods                     | \$171,460                 | \$42,111                           | \$77,685                  | \$87,167                  | \$9,482                 | 12.21%              |
| Services and Rents                    | \$4,933,088               | \$4,098,274                        | \$5,056,216               | \$5,201,220               | \$145,004               | 2.87%               |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$62,000                  | \$62,000                | 100.00%             |
| Financial and Transfers               | <u>\$103,566</u>          | <u>\$549,386</u>                   | <u>\$579,493</u>          | <u>\$684,911</u>          | <u>\$105,418</u>        | <u>18.19%</u>       |
| <b>Subtotal</b>                       | <b>\$5,532,790</b>        | <b>\$5,015,555</b>                 | <b>\$6,116,967</b>        | <b>\$6,612,053</b>        | <b>\$495,086</b>        | <b>8.09%</b>        |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                         |                     |
| Provincial and Federal Grants         | \$589,787                 | \$291,739                          | \$589,198                 | \$591,500                 | \$2,302                 | 0.39%               |
| Other Municipalities                  | \$0                       | \$752,561                          | \$777,311                 | \$800,000                 | \$22,689                | 2.92%               |
| Fees, Service Charges, & Misc Revenue | \$2,614,404               | \$1,674,026                        | \$1,919,850               | \$2,152,070               | \$232,220               | 12.10%              |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                     | 0.00%               |
| Contribution from Reserves            | <u>\$43,500</u>           | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>              | <u>0.00%</u>        |
| <b>Subtotal</b>                       | <b><u>\$3,247,691</u></b> | <b><u>\$2,718,326</u></b>          | <b><u>\$3,286,359</u></b> | <b><u>\$3,543,570</u></b> | <b><u>\$257,211</u></b> | <b><u>7.83%</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$2,285,099</u></b> | <b><u>\$2,297,229</u></b>          | <b><u>\$2,830,608</u></b> | <b><u>\$3,068,483</u></b> | <b><u>\$237,875</u></b> | <b><u>8.40%</u></b> |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                         |                     |
| Gross Capital                         | \$300,000                 | \$0                                | \$300,000                 | \$400,000                 | \$100,000               | 33.33%              |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$300,000)</u>        | <u>(\$400,000)</u>        | <u>(\$100,000)</u>      | <u>33.33%</u>       |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$300,000</u></b>   | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>       | <b><u>0.00%</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$2,585,099</u></b> | <b><u>\$2,297,229</u></b>          | <b><u>\$2,830,608</u></b> | <b><u>\$3,068,483</u></b> | <b><u>\$237,875</u></b> | <b><u>8.40%</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change            | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|-------------------------|---------------------|
| Waste Management Administration    | \$336,900                 | \$327,696                          | \$427,075                 | \$429,341                 | \$2,266                 | 0.53%               |
| Landfill Operations                | \$295,355                 | \$256,261                          | \$386,524                 | \$385,743                 | (\$781)                 | (0.20%)             |
| Collection and Disposal            | \$281,281                 | \$485,943                          | \$569,827                 | \$749,713                 | \$179,886               | 31.57%              |
| Recycling                          | <u>\$1,671,563</u>        | <u>\$1,227,329</u>                 | <u>\$1,447,182</u>        | <u>\$1,503,686</u>        | <u>\$56,504</u>         | <u>3.90%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$2,585,099</u></b> | <b><u>\$2,297,229</u></b>          | <b><u>\$2,830,608</u></b> | <b><u>\$3,068,483</u></b> | <b><u>\$237,875</u></b> | <b><u>8.40%</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-64 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### Proposed 2021 Capital Projects

Landfill Leachate and Gas Collection Systems Upgrades  
Landfill Site Repaving Project  
Landfill Expansion / Alternative Disposal ECA





# Economic Development

## 2021 Budget Submission

### Includes:

- Economic Development works to facilitate the growth of the local economy. Included in this section are efforts aimed at industrial, small business and tourism sectors, along with resident attraction.
- Major activities include marketing efforts, investment relations, tourism marketing, visitor information services, community improvement programs and the operation of the Cornwall Business Enterprise Centre.

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### Description

Cornwall Economic Development undertakes five major activities:

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

### Key Goals

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

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### Commentary

#### Economic Development

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

#### Tourism

The Department is responsible for the marketing and promotion of Cornwall to attract visitors and increase tourism activity. The funding of tourism activities is largely sourced from the proceeds of the MAT. Gross MAT revenues are reflected in the budget, as are transfers out to the Tourism Development Corporation. Tourism marketing efforts are guided by a Marketing Plan, which has been revised to address the challenges from the COVID-19 pandemic. There is no tax base funding for Tourism in the 2021 budget.

#### Community Improvement Programs

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

#### Small Business

The Province of Ontario funds the operation of the Cornwall Business Enterprise Centre, including Summer Company and Starter Company programming. Funding may fluctuate if special projects are announced, however the net impact to the City remains zero.

#### Salaries and Benefits

In 2021, the budget does not include summer students (due to COVID-19).

#### Services and Rents

The decrease in Services and Rents is for general advertising which brings this inline with the 3-year average.

#### Financial and Transfers

The increase of \$53,750 represents the 1<sup>st</sup> installment to pay back the Brownfields Reserve relating to the small business loans issued (COVID-19).

#### Revenue

In the 2020 budget, the City utilized \$80,569 deferred Municipal Accommodation Tax (MAT) revenue from 2019 (\$57,799 has been included in the 2021 budget).



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change             | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|-------------------------|-------------------------|--------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                         |                         |                          |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                         |                         |                          |                       |
| Salaries and Benefits                 | \$759,956                 | \$534,390                          | \$697,735               | \$679,016               | (\$18,719)               | (2.68%)               |
| Purchase of Goods                     | \$22,701                  | \$63,425                           | \$26,980                | \$24,480                | (\$2,500)                | (9.27%)               |
| Services and Rents                    | \$656,387                 | \$402,271                          | \$490,603               | \$460,478               | (\$30,125)               | (6.14%)               |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Financial and Transfers               | <u>\$489,498</u>          | <u>\$883,557</u>                   | <u>\$456,000</u>        | <u>\$509,750</u>        | <u>\$53,750</u>          | <u>11.79%</u>         |
| <b>Subtotal</b>                       | <b>\$1,928,542</b>        | <b>\$1,883,643</b>                 | <b>\$1,671,318</b>      | <b>\$1,673,724</b>      | <b>\$2,406</b>           | <b>0.14%</b>          |
| <b>REVENUE</b>                        |                           |                                    |                         |                         |                          |                       |
| Provincial and Federal Grants         | \$211,712                 | \$386,192                          | \$205,357               | \$205,357               | \$0                      | 0.00%                 |
| Other Municipalities                  | \$0                       | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$542,808                 | \$262,476                          | \$728,569               | \$701,299               | (\$27,270)               | (3.74%)               |
| Internal Revenue                      | \$0                       | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Contribution from Reserves            | <u>\$155,534</u>          | <u>\$696,966</u>                   | <u>\$13,300</u>         | <u>\$13,300</u>         | <u>\$0</u>               | <u>0.00%</u>          |
| <b>Subtotal</b>                       | <b><u>\$910,054</u></b>   | <b><u>\$1,345,634</u></b>          | <b><u>\$947,226</u></b> | <b><u>\$919,956</u></b> | <b><u>(\$27,270)</u></b> | <b><u>(2.88%)</u></b> |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$1,018,488</u></b> | <b><u>\$538,009</u></b>            | <b><u>\$724,092</u></b> | <b><u>\$753,768</u></b> | <b><u>\$29,676</u></b>   | <b><u>4.10%</u></b>   |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                         |                         |                          |                       |
| Gross Capital                         | \$0                       | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>               | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>         | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>        | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$1,018,488</u></b> | <b><u>\$538,009</u></b>            | <b><u>\$724,092</u></b> | <b><u>\$753,768</u></b> | <b><u>\$29,676</u></b>   | <b><u>4.10%</u></b>   |

## Summary by Activity

|                                    | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change           | %<br>Change         |
|------------------------------------|---------------------------|------------------------------------|-------------------------|-------------------------|------------------------|---------------------|
| Economic Development               | \$795,922                 | \$534,248                          | \$653,648               | \$653,655               | \$7                    | 0.00%               |
| Tourism                            | \$96,478                  | (\$46,198)                         | \$15,444                | (\$8,637)               | (\$24,081)             | (155.92%)           |
| Community Improvement Programs     | \$126,088                 | \$57,572                           | \$55,000                | \$108,750               | \$53,750               | 97.73%              |
| Business Enterprise Centre         | <u>\$0</u>                | <u>(\$7,613)</u>                   | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>             | <u>0.00%</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$1,018,488</u></b> | <b><u>\$538,009</u></b>            | <b><u>\$724,092</u></b> | <b><u>\$753,768</u></b> | <b><u>\$29,676</u></b> | <b><u>4.10%</u></b> |

# Planning Services

## 2021 Budget Submission

### Includes

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

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### Description

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

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

### Key Goals

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

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### Commentary

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

### Planning Studies

The 2021 budget includes an Archeological Management Plan which is prepared by municipalities to identify any existing and potential archeological resources and to be consistent with the requirements of the Provincial Policy Statement. They provide local policies and procedures for development and provide possible conservation strategies during early planning processes.

An Archeological Management Plan is typically prepared by a licensed professional archeologist and then implemented by municipal staff. The plan will include mapping, as well as an inventory of all known archeological resources (ie cemeteries) and then detail processes and procedures for managing such sites. This plan will help staff determine if a Planning Application or site alteration will require an archaeological field assessment. To begin, the City would focus primarily on the Waterfront area as well as portions of the Business Park.

Another major document that will continue this year is a review of the Comprehensive Zoning By-law (1969) as amended, which implements the Official Plan, and sets out what parcels of land can be used for certain uses. As per the Planning Act, a review of this By-Law must be started within 3 years after the approval of the Official Plan. In conjunction with this review, other By-Laws (Signs By-Law, Streets By-Law and Noise By-Law) will need to be revised to ensure consistency with the new Zoning By-Law.

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

### Salaries and Benefits

Staffing levels remain unchanged in 2021 and increases represent incremental and contractual obligations.

### Services and Rents

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

### Revenue

Revenue has increased in the 2021 budget submission to reflect ongoing trends and an increase in development activity.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change             | %<br>Change           |
|---------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|--------------------------|-----------------------|
| <b><u>OPERATING</u></b>               |                         |                                    |                         |                         |                          |                       |
| <b>EXPENDITURES</b>                   |                         |                                    |                         |                         |                          |                       |
| Salaries and Benefits                 | \$462,575               | \$429,887                          | \$533,986               | \$546,851               | \$12,865                 | 2.41%                 |
| Purchase of Goods                     | \$5,589                 | \$2,211                            | \$13,300                | \$10,400                | (\$2,900)                | (21.80%)              |
| Services and Rents                    | \$164,747               | \$188,596                          | \$297,791               | \$324,917               | \$27,126                 | 9.11%                 |
| Financing LTD Principal & Interest    | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Financial and Transfers               | <u>\$93,601</u>         | <u>\$90,000</u>                    | <u>\$90,000</u>         | <u>\$50,000</u>         | <u>(\$40,000)</u>        | <u>(44.44%)</u>       |
| <b>Subtotal</b>                       | <b>\$726,512</b>        | <b>\$710,694</b>                   | <b>\$935,077</b>        | <b>\$932,168</b>        | <b>(\$2,909)</b>         | <b>(0.31%)</b>        |
| <b>REVENUE</b>                        |                         |                                    |                         |                         |                          |                       |
| Provincial and Federal Grants         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Other Municipalities                  | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$363,698               | \$210,702                          | \$284,000               | \$289,000               | \$5,000                  | 1.76%                 |
| Internal Revenue                      | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Contribution from Reserves            | <u>\$42,841</u>         | <u>\$86,390</u>                    | <u>\$170,000</u>        | <u>\$200,000</u>        | <u>\$30,000</u>          | <u>17.65%</u>         |
| <b>Subtotal</b>                       | <b><u>\$406,539</u></b> | <b><u>\$297,092</u></b>            | <b><u>\$454,000</u></b> | <b><u>\$489,000</u></b> | <b><u>\$35,000</u></b>   | <b><u>7.71%</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$319,973</u></b> | <b><u>\$413,602</u></b>            | <b><u>\$481,077</u></b> | <b><u>\$443,168</u></b> | <b><u>(\$37,909)</u></b> | <b><u>(7.88%)</u></b> |
| <b><u>CAPITAL</u></b>                 |                         |                                    |                         |                         |                          |                       |
| Gross Capital                         | \$0                     | \$0                                | \$0                     | \$0                     | \$0                      | 0.00%                 |
| Capital Funding                       | <u>\$0</u>              | <u>\$0</u>                         | <u>\$0</u>              | <u>\$0</u>              | <u>\$0</u>               | <u>0.00%</u>          |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$0</u></b>       | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>       | <b><u>\$0</u></b>       | <b><u>\$0</u></b>        | <b><u>0.00%</u></b>   |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$319,973</u></b> | <b><u>\$413,602</u></b>            | <b><u>\$481,077</u></b> | <b><u>\$443,168</u></b> | <b><u>(\$37,909)</u></b> | <b><u>(7.88%)</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change             | %<br>Change           |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|--------------------------|-----------------------|
| Planning Services                  | \$317,106               | \$413,602                          | \$469,702               | \$439,618               | (\$30,084)               | (6.40%)               |
| Waterfront                         | <u>\$2,867</u>          | <u>\$0</u>                         | <u>\$11,375</u>         | <u>\$3,550</u>          | <u>(\$7,825)</u>         | <u>(68.79%)</u>       |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$319,973</u></b> | <b><u>\$413,602</u></b>            | <b><u>\$481,077</u></b> | <b><u>\$443,168</u></b> | <b><u>(\$37,909)</u></b> | <b><u>(7.88%)</u></b> |

# Building Services, By-Law and Parking Enforcement

## 2021 Budget Submission

### Includes:

- Building Services is responsible for administering and enforcing the *Ontario Building Code* (OBC), the *Building Code Act* and associated applicable laws on behalf of the Province. The OBC is a set of rules that specify minimum standards for the construction of buildings and structures, with primary focus for health & safety of the occupants.
- By-Law Services is responsible for the enforcement of various Municipal By-Laws that promote harmony and respect among residents, protects their health, safety, welfare and general quality of life within the community.
- The Parking Program is responsible for enforcement operations and issues tickets for violations of the Traffic and Parking By-Law.

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### Description

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

By-Law Services' goal is to provide customer service excellence through enforcement and public education in contributing to a desirable and harmonious community in which to live, work and play.

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

### Key Goals

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

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### Commentary

#### Building Services

The 2021 budget submission is based on Building Permit fee increases (\$160,000) and new related service fees (\$40,000) designed to increase cost recovery. The department continues with the development of Electronic Plans Review and a new Portal system.

#### By-Law Services

Various By-Laws are under review in 2021, with focus on updating Business Licenses and Vital Services. By-Law Officers continue to be cross-trained in enforcing all municipal By-Laws.

#### Parking Program

Final annual installment of \$45,000 (of a 3-year contract) for a parking software replacement is budgeted. Two new Pay-By-Plate pay stations will replace aging meters. The Parking Program is generally a self-funding Program, whereby any surplus/deficit is contributed to or funded from the Parking Reserve Fund.

At the onset of the COVID-19 pandemic, there was no enforcement (collection) followed by Council's direction of Two-Hour Free parking in 2020, which considerably reduced revenues since mid-March. This has significantly affected the Parking Reserve. To balance the 2021 budget, \$82,620 is being withdrawn from the Parking Reserve leaving a balance of approximately \$42,000.



## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change              | %<br>Change            |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|------------------------|
| <b><u>OPERATING</u></b>               |                           |                                    |                           |                           |                           |                        |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                        |
| Salaries and Benefits                 | \$1,543,803               | \$1,331,332                        | \$1,658,985               | \$1,672,705               | \$13,720                  | 0.83%                  |
| Purchase of Goods                     | \$81,302                  | \$55,338                           | \$101,200                 | \$104,700                 | \$3,500                   | 3.46%                  |
| Services and Rents                    | \$479,135                 | \$362,578                          | \$469,940                 | \$429,797                 | (\$40,143)                | (8.54%)                |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$901,037</u>          | <u>\$126,148</u>                   | <u>\$236,778</u>          | <u>\$237,838</u>          | <u>\$1,060</u>            | <u>0.45%</u>           |
| <b>Subtotal</b>                       | <b>\$3,005,277</b>        | <b>\$1,875,396</b>                 | <b>\$2,466,903</b>        | <b>\$2,445,040</b>        | <b>(\$21,863)</b>         | <b>(0.89%)</b>         |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                        |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Fees, Service Charges, & Misc Revenue | \$2,596,204               | \$1,466,718                        | \$1,686,168               | \$1,872,700               | \$186,532                 | 11.06%                 |
| Internal Revenue                      | \$66                      | \$45                               | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Contribution from Reserves            | <u>\$98,736</u>           | <u>\$0</u>                         | <u>\$66,331</u>           | <u>\$82,620</u>           | <u>\$16,289</u>           | <u>24.56%</u>          |
| <b>Subtotal</b>                       | <b><u>\$2,695,006</u></b> | <b><u>\$1,466,763</u></b>          | <b><u>\$1,752,499</u></b> | <b><u>\$1,955,320</u></b> | <b><u>\$202,821</u></b>   | <b><u>11.57%</u></b>   |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$310,271</u></b>   | <b><u>\$408,633</u></b>            | <b><u>\$714,404</u></b>   | <b><u>\$489,720</u></b>   | <b><u>(\$224,684)</u></b> | <b><u>(31.45%)</u></b> |
| <b><u>CAPITAL</u></b>                 |                           |                                    |                           |                           |                           |                        |
| Gross Capital                         | \$50,000                  | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Capital Funding                       | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$50,000</u></b>    | <b><u>\$0</u></b>                  | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>\$0</u></b>         | <b><u>0.00%</u></b>    |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$360,271</u></b>   | <b><u>\$408,633</u></b>            | <b><u>\$714,404</u></b>   | <b><u>\$489,720</u></b>   | <b><u>(\$224,684)</u></b> | <b><u>(31.45%)</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals         | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change              | %<br>Change            |
|------------------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| Building Services                  | (\$56,486)              | (\$300,172)                        | \$104,158               | (\$44,195)              | (\$148,353)               | (142.43%)              |
| By-Law Services                    | \$482,333               | \$445,304                          | \$653,247               | \$585,244               | (\$68,003)                | (10.41%)               |
| Parking Program                    | <u>(\$65,576)</u>       | <u>\$263,501</u>                   | <u>(\$43,001)</u>       | <u>(\$51,329)</u>       | <u>(\$8,328)</u>          | <u>19.37%</u>          |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>\$360,271</u></b> | <b><u>\$408,633</u></b>            | <b><u>\$714,404</u></b> | <b><u>\$489,720</u></b> | <b><u>(\$224,684)</u></b> | <b><u>(31.45%)</u></b> |



# Recreation Programming

## 2021 Budget Submission

### Includes:

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

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### Description

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

### Key Goals

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

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### Commentary

#### Salaries and Benefits

There is an increase in full-time salaries as a result of transitioning part-time clerk security positions to full-time positions to address frequent staff turnover amongst the part-time positions, which has resulted in a corresponding drop in part-time salaries. Part-time salaries have also decreased as a result of a reduction in student hours related to the proposed cancellation of the Summer Playground Program and the Arts in the Park program for the 2021 summer season. Other increases represent incremental and contractual obligations. Overall, there is a net decrease in Salaries and Benefits of \$73,262 or 3.41%.

#### Purchase of Goods

There is a marginal decrease in Purchase of Goods which is a result of the purchase of less replacement equipment as compared to 2020.

#### Services and Rents

There is a marginal increase in Services and Rents due to increases in City Equipment Rentals, telephone lines, and contracted services.

#### Financial and Transfers

There is a marginal increase in the Financial and Transfers portion of the budget which is related to annual increases in software as well as minor sports subsidies.

#### Revenue

Revenues for 2021 are estimated to remain consistent with the 2020 budget. There is a decrease in event revenue which is related to the provincial curling championship hosted at the Civic Complex in 2020; however, this decrease is offset with an equivalent increase in General Arena Rent.





## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change              | %<br>Change            |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|------------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                           |                        |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                        |
| Salaries and Benefits                 | \$1,931,639               | \$1,321,242                        | \$2,148,412               | \$2,075,150               | (\$73,262)                | (3.41%)                |
| Purchase of Goods                     | \$90,855                  | \$44,004                           | \$188,657                 | \$174,704                 | (\$13,953)                | (7.40%)                |
| Services and Rents                    | \$529,590                 | \$161,674                          | \$389,182                 | \$401,049                 | \$11,867                  | 3.05%                  |
| Financing LTD Principal & Interest    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Financial and Transfers               | <u>\$725,499</u>          | <u>\$279,867</u>                   | <u>\$683,336</u>          | <u>\$699,908</u>          | <u>\$16,572</u>           | <u>2.43%</u>           |
| <b>Subtotal</b>                       | <b>\$3,277,583</b>        | <b>\$1,806,787</b>                 | <b>\$3,409,587</b>        | <b>\$3,350,811</b>        | <b>(\$58,776)</b>         | <b>(1.72%)</b>         |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                        |
| Provincial and Federal Grants         | \$17,615                  | \$0                                | \$5,000                   | \$0                       | (\$5,000)                 | (100.00%)              |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Fees, Service Charges, & Misc Revenue | \$3,288,804               | \$948,607                          | \$3,259,169               | \$3,259,501               | \$332                     | 0.01%                  |
| Internal Revenue                      | \$0                       | \$1                                | \$0                       | \$0                       | \$0                       | 0.00%                  |
| Contribution from Reserves            | <u>\$0</u>                | <u>\$28,000</u>                    | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>                | <u>0.00%</u>           |
| <b>Subtotal</b>                       | <b><u>\$3,306,419</u></b> | <b><u>\$976,608</u></b>            | <b><u>\$3,264,169</u></b> | <b><u>\$3,259,501</u></b> | <b><u>(\$4,668)</u></b>   | <b><u>(0.14%)</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>(\$28,836)</u></b>  | <b><u>\$830,179</u></b>            | <b><u>\$145,418</u></b>   | <b><u>\$91,310</u></b>    | <b><u>(\$54,108)</u></b>  | <b><u>(37.21%)</u></b> |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                           |                        |
| Gross Capital                         | \$16,200                  | \$200,000                          | \$200,000                 | \$55,000                  | (\$145,000)               | (72.50%)               |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>\$0</u>                | <u>\$0</u>                | <u>\$0</u>                | <u>0.00%</u>           |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$16,200</u></b>    | <b><u>\$200,000</u></b>            | <b><u>\$200,000</u></b>   | <b><u>\$55,000</u></b>    | <b><u>(\$145,000)</u></b> | <b><u>(72.50%)</u></b> |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>(\$12,636)</u></b>  | <b><u>\$1,030,179</u></b>          | <b><u>\$345,418</u></b>   | <b><u>\$146,310</u></b>   | <b><u>(\$199,108)</u></b> | <b><u>(57.64%)</u></b> |

## Summary by Activity

|                                    | 2019<br>Actuals          | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget          | 2021<br>Submission      | \$<br>Change              | %<br>Change            |
|------------------------------------|--------------------------|------------------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| Recreation Admin                   | \$303,338                | \$203,391                          | \$232,726               | \$236,916               | \$4,190                   | 1.80%                  |
| Benson Centre                      | (\$1,026,058)            | (\$251,382)                        | (\$1,058,200)           | (\$1,089,888)           | (\$31,688)                | 2.99%                  |
| Cornwall Civic Complex             | (\$45,489)               | \$273,840                          | \$77,788                | \$129,444               | \$51,656                  | 66.41%                 |
| Aquatic Centre                     | \$234,320                | \$391,878                          | \$303,504               | \$320,582               | \$17,078                  | 5.63%                  |
| Outdoor Pools                      | \$189,328                | \$142,675                          | \$234,100               | \$231,492               | (\$2,608)                 | (1.11%)                |
| Leisure Arts                       | \$314,370                | \$397,365                          | \$621,424               | \$367,324               | (\$254,100)               | (40.89%)               |
| Ball Soccer Fields                 | (\$42,139)               | (\$6,632)                          | (\$25,242)              | (\$25,678)              | (\$436)                   | 1.73%                  |
| Marina                             | <u>\$59,694</u>          | <u>(\$120,956)</u>                 | <u>(\$40,682)</u>       | <u>(\$23,882)</u>       | <u>\$16,800</u>           | <u>(41.30%)</u>        |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b><u>(\$12,636)</u></b> | <b><u>\$1,030,179</u></b>          | <b><u>\$345,418</u></b> | <b><u>\$146,310</u></b> | <b><u>(\$199,108)</u></b> | <b><u>(57.64%)</u></b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-69 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### Proposed 2021 Capital Projects

Implementation of the Waterfront Plan

# City Facilities

## 2021 Budget Submission

### Includes:

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

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

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### Description

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

### Key Goals

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

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### Commentary

#### Salaries and Benefits

There is an increase in full-time salaries due to the proposed transitioning of part-time positions to full-time positions to address frequent staff turnover amongst the part-time positions. The resulting increase to full-time salaries is offset by equivalent reductions in part-time salaries. There is an additional reduction to full-time salaries resulting from a planned delayed recruitment for a vacant supervisor position. Overall, there is a net decrease in Salaries and Benefits of \$70,980 or 1.91%.

#### Purchase of Goods

There is an increase in Purchase of Goods which is largely related to cost increases for building materials, janitorial supplies and equipment supplies. These increases are somewhat offset by estimated savings in electricity consumption resulting from the installation of LED lighting in 2020 and savings in C.D.H. utility costs related to the 2020 conversion of HVAC units at the Justice Building. Also included in the 2021 budget submission is the purchase of a new forklift (\$25,000) for the Civic Complex which is funded from reserves.

#### Services and Rents

There is a slight reduction in Services and Rents largely related to savings in City Equipment Rental charges.

#### Financing LTD Principal and Interest

There is an increase in the Financial portion of the budget. This increase is related to the principal and interest charges for debt related to capital projects.

#### Revenue

There is a slight reduction in overall revenues estimated for 2021. Most revenue items are projected to increase; however, this is offset by an equivalent reduction in investment income generated from the Progress Fund.



## Operating and Capital Financial Summary

|                                           | 2019<br>Actuals     | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget       | 2021<br>Submission   | \$<br>Change       | %<br>Change     |
|-------------------------------------------|---------------------|------------------------------------|----------------------|----------------------|--------------------|-----------------|
| <b>OPERATING</b>                          |                     |                                    |                      |                      |                    |                 |
| <b>EXPENDITURES</b>                       |                     |                                    |                      |                      |                    |                 |
| Salaries and Benefits                     | \$3,083,240         | \$2,567,032                        | \$3,706,898          | \$3,635,918          | (\$70,980)         | (1.91%)         |
| Purchase of Goods                         | \$2,497,741         | \$1,768,142                        | \$2,601,835          | \$2,657,719          | \$55,884           | 2.15%           |
| Services and Rents                        | \$2,474,652         | \$1,511,035                        | \$1,825,040          | \$1,778,178          | (\$46,862)         | (2.57%)         |
| Financing LTD Principal & Interest        | \$973,755           | \$720,176                          | \$924,040            | \$1,152,440          | \$228,400          | 24.72%          |
| Financial and Transfers                   | <u>\$1,059,609</u>  | <u>\$1,222,810</u>                 | <u>\$1,164,316</u>   | <u>\$1,232,301</u>   | <u>\$67,985</u>    | <u>5.84%</u>    |
| <b>Subtotal</b>                           | <b>\$10,088,997</b> | <b>\$7,789,195</b>                 | <b>\$10,222,129</b>  | <b>\$10,456,556</b>  | <b>\$234,427</b>   | <b>2.29%</b>    |
| <b>REVENUE</b>                            |                     |                                    |                      |                      |                    |                 |
| Provincial and Federal Grants             | \$0                 | \$0                                | \$0                  | \$0                  | \$0                | 0.00%           |
| Other Municipalities                      | \$0                 | \$0                                | \$0                  | \$0                  | \$0                | 0.00%           |
| Fees, Service Charges, & Misc Revenue     | \$1,866,936         | \$1,362,283                        | \$1,493,951          | \$1,528,644          | \$34,693           | 2.32%           |
| Internal Revenue (Progress Fund Interest) | \$481,474           | \$245,166                          | \$493,600            | \$328,700            | (\$164,900)        | (33.41%)        |
| Contribution from Reserves                | \$0                 | \$25,000                           | \$0                  | \$149,500            | \$149,500          | 100.00%         |
| <b>Subtotal</b>                           | <b>\$2,348,410</b>  | <b>\$1,632,449</b>                 | <b>\$1,987,551</b>   | <b>\$2,006,844</b>   | <b>\$19,293</b>    | <b>0.97%</b>    |
| <b>NET OPERATING COST (TAXATION)</b>      | <b>\$7,740,587</b>  | <b>\$6,156,746</b>                 | <b>\$8,234,578</b>   | <b>\$8,449,712</b>   | <b>\$215,134</b>   | <b>2.61%</b>    |
| <b>CAPITAL</b>                            |                     |                                    |                      |                      |                    |                 |
| Gross Capital                             | \$441,097           | \$387,100                          | \$8,438,000          | \$2,671,500          | (\$5,766,500)      | (68.34%)        |
| Capital Funding                           | \$0                 | \$0                                | <u>(\$8,111,500)</u> | <u>(\$2,480,000)</u> | <u>\$5,631,500</u> | <u>(69.43%)</u> |
| <b>NET CAPITAL COST (TAXATION)</b>        | <b>\$441,097</b>    | <b>\$387,100</b>                   | <b>\$326,500</b>     | <b>\$191,500</b>     | <b>(\$135,000)</b> | <b>(41.35%)</b> |
| <b>TOTAL OPERATING AND CAPITAL</b>        | <b>\$8,181,684</b>  | <b>\$6,543,846</b>                 | <b>\$8,561,078</b>   | <b>\$8,641,212</b>   | <b>\$80,134</b>    | <b>0.94%</b>    |

### Summary by Activity

|                                    | 2019<br>Actuals    | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget     | 2021<br>Submission | \$<br>Change    | %<br>Change  |
|------------------------------------|--------------------|------------------------------------|--------------------|--------------------|-----------------|--------------|
| Municipal Facilities               | \$2,175,559        | \$1,784,930                        | \$2,224,030        | \$2,249,554        | \$25,524        | 1.15%        |
| Recreation Facilities              | <u>\$6,006,125</u> | <u>\$4,758,916</u>                 | <u>\$6,337,048</u> | <u>\$6,391,658</u> | <u>\$54,610</u> | <u>0.86%</u> |
| <b>TOTAL OPERATING AND CAPITAL</b> | <b>\$8,181,684</b> | <b>\$6,543,846</b>                 | <b>\$8,561,078</b> | <b>\$8,641,212</b> | <b>\$80,134</b> | <b>0.94%</b> |

## 2021 Capital Submission

The 2021 Capital Submission Summary can be found on page C-72 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

### Proposed 2021 Capital Projects

#### Recreation Facilities

Refrigeration Plant Condenser  
Front Entrance and Patio Design  
Salon Lighting and Lower Level Concourse Lighting  
and Ceiling Replacement  
Arena Sound System  
Downspout Repairs  
Site Works, Outdoor Furniture and Fencing  
CN Rail Property Acquisition  
Laser Ice Leveller  
Upgrade Outdoor Pool Filter System  
Outdoor Bleacher Replacement

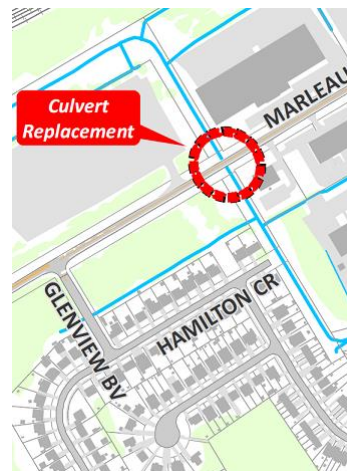
#### Municipal Facilities

Justice Building Emergency Standby Generator  
Justice Building Cladding  
Articulating Boom Lift

#### Recreation / Playgrounds

Parks and Building Repairs  
Guindon Park Road Improvements  
Subdivision Park Designs  
Croquet Club Demolition and Site Restoration  
Bicycle Path Repairs  
Outdoor Park Furniture  
Lamoureux Park Washroom Upgrades  
Lamoureux Park Lighting Upgrades

# 2021 CAPITAL BUDGET



# Capital Budget

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

Asset management is a municipality's plan for how to manage municipal infrastructure (capital assets) in order to provide services to residents and other users in a way that meets their expectations and is financially sustainable into the future. Further information regarding asset management planning and the new Provincial legislation regarding municipal asset management requirements is provided in the Executive Summary.

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

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

The capital budget funds the purchase, construction, and rehabilitation of assets. In 2016, the City developed an Asset Management Plan for the years 2016 to 2025. In total, including water and wastewater assets, the assets owned by the City amount to a value in excess of \$1.3 billion (2016 replacement dollars).

The City's assets supported by the tax base are estimated at \$648 million (2016 replacement dollars) that includes 67 buildings, 272 km of roads, 12 bridges, 101 culverts, 68 traffic signals, 5,127 streetlights, 45 km of bike lanes, 189 km of sidewalks, 40 parks and playgrounds, 36 km of recreational paths, and more than 200 vehicles (service support and emergency response vehicles).

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.

The need for capital investments far exceeds the amount of money that's available for capital projects. The following capital projects were removed from the 2021 budget submission:

- Installation of Energy Meters at City Facilities (page C-94)
- Outdoor Tennis Court Lighting Replacement and Court Resurfacing (page C-95)
- Lower Level Washrooms Improvement at the Civic Complex (page C-96)
- Cenotaph Fencing Replacement (page C-97)

There is no funding in the capital budget for the following initiatives:

- Cornwall Newspaper Digitization Project – Presented by MP Eric Duncan to Cornwall City council on Feb 10, 2020, the project is to create an online archive of Cornwall newspapers, including the Standard-Freeholder, the Seaway News and Le Journal.

The newspapers would be scanned and be made available in a searchable format to anyone with internet access.

- Energy Conservation and Demand Management Plan – The City has recognized the need to commit and plan for the overall reduction of energy consumption and has formed a task force to work on this vision.
- Urban Campground in Guindon Park – A Motion was approved by Council to direct Administration to prepare a report on the costs associated with opening a campground on the waterfront.
- Locomotive 19 – At its December meeting, Council removed the locomotive project from the capital carry forward list. At the January 11, 2021 meeting, Council requested a report from Administration outlining opportunities for the locomotive.

## Capital Expenditures

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

The 2021 capital budget includes \$37.1 million in capital works and asset replacement. This includes \$8.6 million in roads and transportation (including \$1.5 million for Lemay Street upgrades and extension and \$2 million for the reconstruction and widening of Marleau Avenue – Stage 2), \$2.5 million investment in transit projects, \$15.1 million for the continuation of the Municipal Works Yard Redevelopment, \$1.1 million for capital works at the Glen Stor Dun Lodge (GSDL), almost \$2.7 million for City facility and park repairs and upgrades, and \$2.9 million for phase three for the Fire headquarters and training centre.

The following chart provides a comparison of the 2021 budget submission compared to the 2020 Council approved budget.

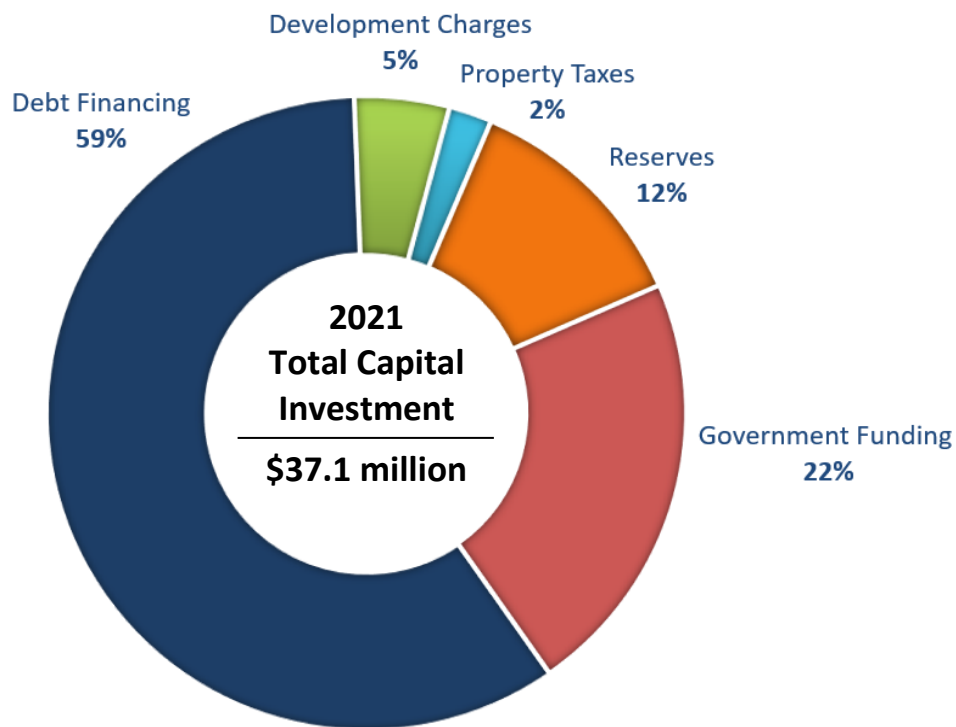
|                            | 2020<br>Budget      | 2021<br>Submission  | Change from<br>2020 Budget |
|----------------------------|---------------------|---------------------|----------------------------|
| Debt                       | \$12,383,200        | \$22,105,830        | \$9,722,630                |
| Development Charges        | \$487,700           | \$1,763,900         | \$1,276,200                |
| Reserves                   | \$2,170,500         | \$4,419,800         | \$2,249,300                |
| SDG                        | \$129,450           | \$64,230            | -\$65,220                  |
| Federal Gas Tax            | \$4,920,000         | \$4,088,000         | -\$832,000                 |
| Government Funding         | \$5,355,600         | \$3,882,670         | -\$1,472,930               |
| Fundraising (Arts Centre)  | \$1,000,000         | \$0                 | -\$1,000,000               |
|                            | <u>\$26,446,450</u> | <u>\$36,324,430</u> | <u>\$9,877,980</u>         |
| Gross Capital Costs        | <u>\$27,685,200</u> | <u>\$37,129,200</u> | <u>\$9,444,000</u>         |
|                            | <u>\$1,238,750</u>  | <u>\$804,770</u>    | <u>-\$433,980</u>          |
| % change from 2020 budget  |                     |                     | -35.03%                    |
| \$ change from 2020 budget |                     |                     | -\$433,980                 |

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, development charges, reserves, long-term borrowing (if appropriate) that it can utilize.

For the most part, the increase in Gross Capital Costs is attributed to the Municipal Works Yard Redevelopment capital project. It is proposed that the construction contract for the garage/ multiuse and administration buildings and the demolition and site works be awarded in 2021, so that the work is combined in one multi-year tender. As this project is funded through financing and development charges, the City would only borrow when expenses are incurred. The capital project sheets provided pages C-34 and C-35 provide further detail.

### How the Capital Budget is Funded

Capital budgets are supported by various funding sources.



### Funding Sources

The 2021 budget includes five sources of funding for capital projects. Projects can receive funding from a single source or through multiple sources.

#### Debt Financing

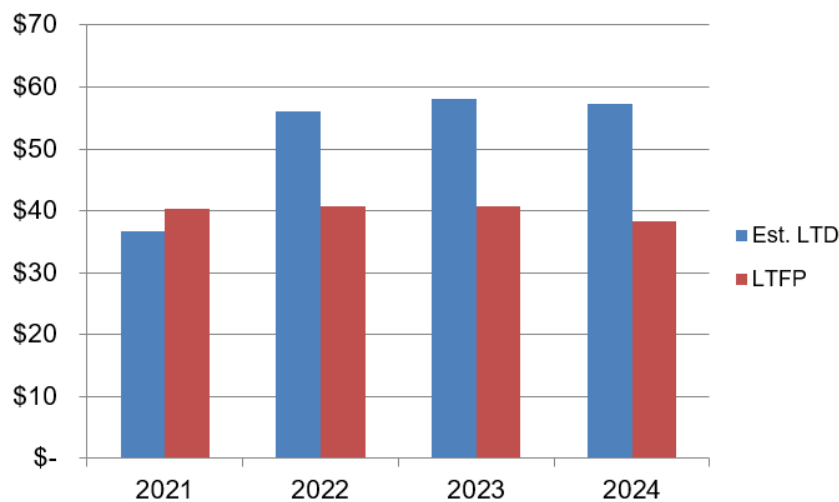
Borrowing/debt financing is a source of funding whereby funds are borrowed and repaid with interest. Borrowing to fund current capital projects allows for the distribution of the costs over a number of years and to future taxpayers who may benefit from the project. This is similar to taking on a mortgage to pay for a home, with the principal and interest being repaid over the asset's life.



Debt is an important part of the City's strategy for investment in assets that have a long-term useful life. It is important to note that while debt is a funding source for capital, debt charges (principal and interest) have an impact on future operating budgets.

The City's LTFP recommends the types of projects the City should borrow for. One of the principles in the LTFP states that debt financing should be used where appropriate. More specifically, debt financing should only be considered for new, non-recurring infrastructure requirements, programs and facilities which are self-supporting and projects where the cost of deferring expenses exceeds debt servicing costs. The LTFP recommends that the City only borrow for assets where costs are greater than \$2.5 million and have a useful life of more than 20 years.

The following chart shows the four-year (2021-2024) forecasted balance (shown in the millions) of long-term debt compared to the LTFP.



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

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

The maximum long-term borrowings available to the City based on the 2020 Annual Repayment Limit (ARL) effective January 1, 2020 is approximately \$311.1 million resulting in debt capacity available to the City of approximately \$223.2 million based on provincial guidelines. The annual repayment limit for the City is \$24.9 million.

The City's total debt as a percentage of own source revenue is 5.7%, which is below the Council approved policy of 10%, and below the provincial limit of 25%. Staying at or below the targeted debt limit allows the City to make the necessary spending choices. It is also designed to keep our city financially stable and sustainable, while allowing the flexibility to borrow money in the future as unexpected capital needs arise.

As part of the general taxation budget, the City has a total of \$25.9 million in outstanding debt at the beginning of the 2021 fiscal year, an additional \$25.2 million of approved borrowing from prior years, with approximately \$57.3 million in new debt to be issued over the next four years.

Though the City remains well within its annual debt and financial obligation limit, the City will be financing a few major projects over the next several years (MW Yard, Fire Station, Art Centre).

The City's annual debt payment for 2019 (including Water and Wastewater) was \$5.4 million (\$4.3 million in principal and \$1.1 million in interest).

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

Under Regulation 403 /02: Debt and Financial Obligation Limits, this limit represents the maximum amount which the municipality has available to commit to payments relating to debt and financial obligations without seeking the approval of the Ontario Municipal Board. This limit is provided annually to a municipality by the Ministry of Municipal Affairs and Housing, additionally this limit must be updated by the City Treasurer prior to Council authorizing any increase in debt financing for capital expenditures.

### 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 2021 budget is \$8 million in funding from the following government programs.

- Federal Gas Tax (FGT) Funding is a permanent, flexible source of funding. Municipalities can bank and borrow against the funding and select how best to direct the funds. The City will receive \$2.9 million in 2021 and with \$1.2 million in the FGT Reserve, will use \$4.1 million towards 2021 capital projects. In 2021, the City will fund \$3.3 million in Infrastructure Planning, \$500,000 in City facilities, \$200,000 in ITT infrastructure, and \$90,000 for Asset Management Planning Software.
- Investing in Canada Infrastructure Program (ICIP) is a Canadian government funding program created to support long-term economic growth and shape sustainable, inclusive communities, all while helping to establish a low-carbon economy. There are four streams of funding under ICIP, including: Public Transport, Green Infrastructure, Community, Culture, and Recreation, and Rural and Northern Communities. The City has included \$1.9 million in the 2021 Budget to support capital projects in Transit Services. Capital projects submitted by Transit Services rely on funding from the ICIP. Projects that are contingent on ICIP funding will be put on hold until the roll out of the ICIP is finalized
- As part of the ICIP, the government of Canada created a new funding stream to respond to the impacts of COVID-19. The Resilience Program is application based, though every municipal has been given its funding allocation. The City should receive \$684,733 and has included this amount in the 2021 budget to fund Active Transportation projects (bicycle and sidewalks), the sound system at the Civic Complex, outdoor bleachers, and park furniture.

- Ontario Community Infrastructure Fund (OCIF) provides funding for small (under 100,000 population), rural and northern communities to develop and renew their infrastructure. Capital expenditures on core infrastructure (roads, bridges, water and wastewater, including sanitary and stormwater facilities) projects that are part of an asset management plan are eligible for funding. The City has received notice of its 2021 allocation of \$1.1 million. This funding will be used to fund asphalt resurfacing on various City streets.
- The GSDL will receive funding from the Ministry of Health and Long-Term Care through the Infection Prevention and Control Program (\$83,500) and the Minor Capital Program (\$171,400). The funding will be used to replace Air Supply Units, repair walkways, and for dietary equipment.

The GSDL has also applied for funding through the ICIP – Long-Term Care Homes funding stream. This funding is on an applications basis and therefore was not included in the 2021 budget. Five applications were submitted: Backup Generator (page C-17), Air Supply Units (page C-18), Elevators (page C-19), Flooring and Bathroom Doors (projects currently not included in the 2021 budget).

The GSDL also receives funding from the Counties of SDG to recover their share of expenditures for capital projects.

#### Reserves and Reserve Funds

Following the City's Reserves and Reserve Funds Policy, the City maintains reserves for the purpose of funding capital projects. Capital reserves (detailed on page R-7) are established to set aside funds to help the City plan for its long-term infrastructure/asset expenditures. Capital reserve funds are generally funded through the operating budget. Following the recommendations to the City's LTFP, many of these reserves are the primary source of funding for City capital projects (construction, renovation or replacement of facilities and equipment). Included in the 2021 budget is \$4.4 million in funding to support capital projects

#### Development Charges

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

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

DC are the primary way for Ontario municipalities to raise funds for required growth related capital infrastructure improvements related to the provision of services and to provide a funding source to minimize the impact on the existing tax base. DC funds may only be used for the purpose for which they are collected. The City collects DC to pay for increased capital costs (transportation, storm drainage, parks and recreation, library, transit and fire) arising from development. DC are established through a legislated background study and By-Law process that occurs on a five-year cycle. This is the fourth year the City has been collecting DC, a building fee that came into effect in April 2018.

The 2021 budget submission includes \$1.8 million from the DC Reserve to fund capital projects. Financial Services, in consultation with departmental staff, reviewed the capital

budget submission to determine growth related projects that would be eligible for recovery from DC. The use of DC as a funding source for capital projects was not included in the City's LTFP. This funding source will relieve financial pressures from the tax base, reserves, and the necessity to borrow.

### Direct Tax Support

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

The following chart provides a summary of the 2021 budget submission compared to the 2020 budget by department.

| Department               | 2020 Gross      | 2021 Gross      | FUNDING SOURCE |             |                 |                |                |                |              |
|--------------------------|-----------------|-----------------|----------------|-------------|-----------------|----------------|----------------|----------------|--------------|
|                          | Capital         | Capital         | GRANTS         | SDG         | FINANCING       | GAS TAX        | DCs            | RESERVES       | TAXATION     |
| Infrastructure Planning  | 8,815.0         | 8,230.0         | 1,572.0        |             | 2,755.0         | 2,998.0        | 745.0          | 160.0          |              |
| Municipal Works          | 2,663.0         | 16,177.0        |                |             | 14,636.5        |                | 740.5          | 800.0          |              |
| Traffic                  | 400.0           | 400.0           |                |             |                 | 300.0          |                |                | 100.0        |
| Transit Services         | 2,296.0         | 2,538.3         | 1,860.8        |             | 562.7           |                |                | 114.8          |              |
| Waste Management         | 300.0           | 400.0           |                |             |                 |                |                | 400.0          |              |
| Recreation Programming   | 200.0           | 55.0            |                |             |                 |                |                |                | 55.0         |
| City Facilities          | 8,438.0         | 2,671.5         | 195.0          |             |                 | 500.0          |                | 1,785.0        | 191.5        |
| Financial Services       | 75.0            | 290.0           |                |             |                 | 290.0          |                |                |              |
| Fire Services            | 2,900.0         | 3,780.0         |                |             | 3,501.6         |                | 278.4          |                |              |
| Paramedic Services       | 709.5           | 950.0           |                |             |                 |                |                | 950.0          |              |
| Glen Stor Dun Lodge      | 431.5           | 1,119.0         | 254.9          | 64.2        | 650.0           |                |                |                | 149.9        |
| Police Services          | 292.2           | 385.8           |                |             |                 |                |                | 210.0          | 175.8        |
| Cornwall Public Library  | 165.0           | 132.6           |                |             |                 |                |                |                | 132.6        |
| <b>Taxation Subtotal</b> | <b>27,685.2</b> | <b>37,129.2</b> | <b>3,882.7</b> | <b>64.2</b> | <b>22,105.8</b> | <b>4,088.0</b> | <b>1,763.9</b> | <b>4,419.8</b> | <b>804.8</b> |

**2021 CAPITAL BUDGET SUBMISSION SUMMARY**

| *Please note all figures are in 000s of dollars                                      |        |            |            |                  |       |           |          |                     |                  |               |
|--------------------------------------------------------------------------------------|--------|------------|------------|------------------|-------|-----------|----------|---------------------|------------------|---------------|
| DESCRIPTION                                                                          | Page # | 2020 Gross | 2021 Gross | EXTERNAL FUNDING |       |           | RESERVES |                     |                  | 2021 TAX BASE |
|                                                                                      |        |            |            | Grants / Other   | SDG   | Financing | Gas Tax  | Development Charges | Specific Reserve |               |
| <b>FINANCIAL SERVICES</b>                                                            |        |            |            |                  |       |           |          |                     |                  |               |
| <u>ITT Services</u>                                                                  |        |            |            |                  |       |           |          |                     |                  |               |
| Corporate Data Storage                                                               | C-11   |            | 100.00     |                  |       |           | 100.00   |                     |                  |               |
| Network Infrastructure                                                               | C-12   |            | 100.00     |                  |       |           | 100.00   |                     |                  |               |
| ITT Master Plan                                                                      |        | 75.00      |            |                  |       |           |          |                     |                  |               |
| <u>Accounting Services</u>                                                           |        |            |            |                  |       |           |          |                     |                  |               |
| Asset Management Planning Software                                                   | C-13   |            | 90.00      |                  |       |           | 90.00    |                     |                  |               |
| <b>GLEN STOR DUN LODGE</b>                                                           |        |            |            |                  |       |           |          |                     |                  |               |
| Resident Equipment                                                                   | C-16   | 115.00     | 50.00      |                  | 15.00 |           |          |                     |                  | 35.00         |
| Backup Generator (to support new HVAC unit)                                          | C-17   |            | 650.00     |                  |       | 650.00    |          |                     |                  |               |
| Air Supply Units                                                                     | C-18   |            | 230.00     | 200.90           | 8.73  |           |          |                     |                  | 20.37         |
| Passenger Elevators Hydraulic Modernization & Inground Cylinder Replacement          | C-19   | 145.00     | 85.00      |                  | 25.50 |           |          |                     |                  | 59.50         |
| Building Requirements                                                                | C-20   | 71.50      | 60.00      | 30.00            | 9.00  |           |          |                     |                  | 21.00         |
| Kitchen & Laundry Equipment                                                          | C-21   |            | 44.00      | 24.00            | 6.00  |           |          |                     |                  | 14.00         |
| Flooring Replacement                                                                 |        | 100.00     |            |                  |       |           |          |                     |                  |               |
| <b>CORNWALL SDG PARAMEDIC &amp; EMERGENCY MANAGEMENT SERVICES</b>                    |        |            |            |                  |       |           |          |                     |                  |               |
| Ambulance Replacement                                                                | C-24   | 523.00     | 800.00     |                  |       |           |          |                     | 800.00           |               |
| Power Cot Replacement                                                                | C-25   | 75.00      | 75.00      |                  |       |           |          |                     | 75.00            |               |
| ToughBook Computers                                                                  | C-26   |            | 75.00      |                  |       |           |          |                     | 75.00            |               |
| Automatic CPR Devices                                                                |        | 18.00      |            |                  |       |           |          |                     |                  |               |
| Paramedic Real-Time Data                                                             |        | 93.50      |            |                  |       |           |          |                     |                  |               |
| <b>FIRE</b>                                                                          |        |            |            |                  |       |           |          |                     |                  |               |
| Fire Headquarters and Training Centre                                                | C-29   | 2,900.00   | 2,900.00   |                  |       | 2,621.60  |          | 278.40              |                  |               |
| Pumper 3 Replacement                                                                 | C-30   |            | 880.00     |                  |       | 880.00    |          |                     |                  |               |
| <b>MUNICIPAL WORKS FACILITIES &amp; EQUIPMENT</b>                                    |        |            |            |                  |       |           |          |                     |                  |               |
| <u>Municipal Works Equipment</u>                                                     |        |            |            |                  |       |           |          |                     |                  |               |
| Municipal Works Fleet Renewal Program                                                | C-33   | 798.00     | 800.00     |                  |       |           |          |                     | 800.00           |               |
| <u>Municipal Works Yard Redevelopment</u>                                            |        |            |            |                  |       |           |          |                     |                  |               |
| Construction of the New Municipal Works Garage/Multiuse and Administration Buildings | C-34   | 1,565.00   | 13,923.00  |                  |       | 13,239.10 |          | 683.90              |                  |               |
| Demolition and Site Works                                                            | C-35   |            | 1,154.00   |                  |       | 1,097.40  |          | 56.60               |                  |               |
| <u>Parks and Landscaping</u>                                                         |        |            |            |                  |       |           |          |                     |                  |               |
| Emerald Ash Borer                                                                    | C-36   | 300.00     | 300.00     |                  |       | 300.00    |          |                     |                  |               |
| <b>TRAFFIC SIGNALS AND STREETLIGHTING</b>                                            |        |            |            |                  |       |           |          |                     |                  |               |
| <u>Traffic Signals</u>                                                               |        |            |            |                  |       |           |          |                     |                  |               |
| Traffic Signal Upgrades                                                              | C-39   | 300.00     | 300.00     |                  |       |           | 300.00   |                     |                  |               |
| <u>Street Lighting</u>                                                               |        |            |            |                  |       |           |          |                     |                  |               |
| Pole Replacement Program                                                             | C-40   | 100.00     | 100.00     |                  |       |           |          |                     |                  | 100.00        |
| <b>TRANSIT</b>                                                                       |        |            |            |                  |       |           |          |                     |                  |               |
| Conventional Buses (Approved - rpt #2020-293-Financial Services)                     | C-43   | 1,276.00   | 1,226.20   | 899.17           |       | 327.03    |          |                     |                  |               |
| Handi-Transit Bus (Approved - rpt #2020-263-Financial Services)                      | C-44   | 216.00     | 235.10     | 172.40           |       | 62.70     |          |                     |                  |               |
| Electronic Fareboxes                                                                 | C-45   | 650.00     | 650.00     | 477.00           |       | 173.00    |          |                     |                  |               |
| Bus Shelters & Accessibility Bus Stops                                               | C-46   | 42.00      | 44.00      | 31.50            |       |           |          |                     | 12.50            |               |
| Conventional Bus Surveillance System                                                 | C-47   | 32.00      | 33.00      | 24.00            |       |           |          |                     | 9.00             |               |
| Wi-Fi Commander Software                                                             | C-48   |            | 50.00      | 36.70            |       |           |          |                     | 13.30            |               |
| Addition to Maintenance Garage                                                       | C-49   |            | 300.00     | 220.00           |       |           |          |                     | 80.00            |               |
| Air Recovery Units                                                                   |        | 80.00      |            |                  |       |           |          |                     |                  |               |
| <b>ROADWAYS &amp; STRUCTURES</b>                                                     |        |            |            |                  |       |           |          |                     |                  |               |
| <u>Road Network</u>                                                                  |        |            |            |                  |       |           |          |                     |                  |               |
| Asphalt Resurfacing on Various City Streets                                          | C-52   | 4,000.00   | 3,500.00   | 1,082.00         |       |           | 2,418.00 |                     |                  |               |
| Asset Management Plan Update                                                         |        | 50.00      |            |                  |       |           |          |                     |                  |               |
| <u>Transportation Capacity</u>                                                       |        |            |            |                  |       |           |          |                     |                  |               |
| Lemay St. Upgrades Phase 4 - McConnell Ave to Municipal Works Yard                   | C-53   | 2,500.00   | 1,500.00   |                  |       | 1,500.00  |          |                     |                  |               |
| Marleau Avenue Reconstruction and Widening - Stage 2                                 | C-54   | 300.00     | 2,000.00   |                  |       | 1,255.00  |          | 745.00              |                  |               |
| CN Rail Property Acquisition – Second St. W. to Ninth St. W.                         | C-55   |            | 160.00     |                  |       |           |          |                     | 160.00           |               |
| Nick Kaneb Dr. Extension - Industrial Park to Tollgate Rd.                           |        | 500.00     |            |                  |       |           |          |                     |                  |               |
| Update Subdivision Manual & Subdivision Agreement                                    |        | 75.00      |            |                  |       |           |          |                     |                  |               |
| <u>Intersections</u>                                                                 |        |            |            |                  |       |           |          |                     |                  |               |
| Centretown - Water St. & Montreal Rd Intersections                                   | C-56   | 30.00      | 30.00      |                  |       |           | 30.00    |                     |                  |               |
| <u>Structures</u>                                                                    |        |            |            |                  |       |           |          |                     |                  |               |
| Culvert Replacement - Fly Creek at Marleau Ave                                       | C-57   |            | 450.00     |                  |       |           | 450.00   |                     |                  |               |
| Small Diameter Culvert Replacement                                                   | C-58   | 100.00     | 100.00     |                  |       |           | 100.00   |                     |                  |               |
| Boundary Road at Grant's Corners Bridge Reconstruction                               |        | 100.00     |            |                  |       |           |          |                     |                  |               |
| Culvert Replacement - Boals Drain at Benny Ave                                       |        | 400.00     |            |                  |       |           |          |                     |                  |               |
| <b>ACTIVE TRANSPORTATION</b>                                                         |        |            |            |                  |       |           |          |                     |                  |               |
| Active Transportation (Sidewalk Infrastructure)                                      | C-59   | 340.00     | 240.00     | 240.00           |       |           |          |                     |                  |               |
| Active Transportation (Bicycle Infrastructure)                                       | C-60   | 420.00     | 250.00     | 250.00           |       |           |          |                     |                  |               |

**2021 CAPITAL BUDGET SUBMISSION SUMMARY**

| *Please note all figures are in 000s of dollars                           |        |            |            |                  |       |           |          |                     |                  |               |
|---------------------------------------------------------------------------|--------|------------|------------|------------------|-------|-----------|----------|---------------------|------------------|---------------|
| DESCRIPTION                                                               | Page # | 2020 Gross | 2021 Gross | EXTERNAL FUNDING |       |           | RESERVES |                     |                  | 2021 TAX BASE |
|                                                                           |        |            |            | Grants / Other   | SDG   | Financing | Gas Tax  | Development Charges | Specific Reserve |               |
| <b>WASTE MANAGEMENT</b>                                                   |        |            |            |                  |       |           |          |                     |                  |               |
| Landfill Leachate and Gas Collection Systems Upgrades                     | C-65   | 40.00      | 250.00     |                  |       |           |          |                     | 250.00           |               |
| Landfill Site Repaving Project                                            | C-66   |            | 50.00      |                  |       |           |          |                     | 50.00            |               |
| Landfill Expansion / Alternative Disposal ECA                             | C-67   | 100.00     | 100.00     |                  |       |           |          |                     | 100.00           |               |
| Landfill Site - Service Area Infrastructure Upgrades                      |        | 40.00      |            |                  |       |           |          |                     |                  |               |
| Diversion Facilities - Recycling Centre Upgrades                          |        | 30.00      |            |                  |       |           |          |                     |                  |               |
| Old Landfill Flaring Facility Decommissioning                             |        | 90.00      |            |                  |       |           |          |                     |                  |               |
| <b>RECREATION AND FACILITIES</b>                                          |        |            |            |                  |       |           |          |                     |                  |               |
| <u>Recreation Programming</u>                                             |        |            |            |                  |       |           |          |                     |                  |               |
| Implementation of the Waterfront Plan                                     | C-70   | 200.00     | 55.00      |                  |       |           |          |                     |                  | 55.00         |
| <u>Recreation Facilities</u>                                              |        |            |            |                  |       |           |          |                     |                  |               |
| <u>Civic Complex</u>                                                      |        |            |            |                  |       |           |          |                     |                  |               |
| Refrigeration Plant Condenser                                             | C-73   |            | 250.00     |                  |       |           |          |                     | 250.00           |               |
| Front Entrance and Patio Design                                           | C-74   |            | 75.00      |                  |       |           |          |                     | 75.00            |               |
| Salon Lighting and Lower Level Concourse Lighting and Ceiling Replacement | C-75   |            | 125.00     |                  |       |           |          |                     | 125.00           |               |
| Arena Sound System                                                        | C-76   |            | 80.00      | 80.00            |       |           |          |                     |                  |               |
| Compressor and Electrical Panels                                          |        | 115.00     |            |                  |       |           |          |                     |                  |               |
| Building Improvements                                                     |        | 40.00      |            |                  |       |           |          |                     |                  |               |
| Arena Spectator Seat Replacement                                          |        | 250.00     |            |                  |       |           |          |                     |                  |               |
| Parking Lot Lighting Replacement                                          |        | 200.00     |            |                  |       |           |          |                     |                  |               |
| <u>Benson Centre</u>                                                      |        |            |            |                  |       |           |          |                     |                  |               |
| Downspout Repairs                                                         | C-77   |            | 75.00      |                  |       |           |          |                     | 75.00            |               |
| Site Works, Outdoor Furniture and Fencing                                 | C-78   |            | 50.00      |                  |       |           |          |                     | 50.00            |               |
| CN Rail Property Acquisition                                              | C-79   |            | 140.00     |                  |       |           |          |                     | 140.00           |               |
| Laser Ice Leveller                                                        | C-80   | 60.00      | 60.00      |                  |       |           |          |                     | 60.00            |               |
| Benson Centre Outdoor Playstructure                                       |        | 100.00     |            |                  |       |           |          |                     |                  |               |
| <u>Outdoor Facilities</u>                                                 |        |            |            |                  |       |           |          |                     |                  |               |
| Upgrade Outdoor Pool Filter System                                        | C-81   |            | 30.00      |                  |       |           |          |                     |                  | 30.00         |
| Outdoor Bleacher Replacement                                              | C-82   | 40.00      | 40.00      | 40.00            |       |           |          |                     |                  |               |
| Big Ben Snow Making Equipment                                             |        | 75.00      |            |                  |       |           |          |                     |                  |               |
| Marina 200 Above Ground Fuel Tanks                                        |        | 125.00     |            |                  |       |           |          |                     |                  |               |
| Outdoor Pool Basin Structural Review                                      |        | 60.00      |            |                  |       |           |          |                     |                  |               |
| Outdoor Tennis Court Lighting Replacement and Court Resurfacing           |        | 110.00     |            |                  |       |           |          |                     |                  |               |
| <u>Recreation / Playgrounds</u>                                           |        |            |            |                  |       |           |          |                     |                  |               |
| Parks and Building Repairs                                                | C-83   |            | 96.50      |                  |       |           |          |                     |                  | 96.50         |
| Guindon Park Road Improvements                                            | C-84   |            | 25.00      |                  |       |           |          |                     |                  | 25.00         |
| Subdivision Park Designs                                                  | C-85   |            | 100.00     |                  |       |           |          |                     | 100.00           |               |
| Croquet Club Demolition and Site Restoration                              | C-86   |            | 40.00      |                  |       |           |          |                     |                  | 40.00         |
| Bicycle Path Repairs                                                      | C-87   | 50.00      | 50.00      |                  |       |           |          |                     |                  |               |
| Lamoureux Park Washroom Upgrades                                          | C-88   |            | 75.00      |                  |       |           | 50.00    |                     |                  |               |
| Lamoureux Park Lighting Upgrades                                          | C-89   |            | 375.00     |                  |       |           | 75.00    |                     |                  |               |
| Outdoor Park Furniture                                                    | C-90   |            | 75.00      | 75.00            |       |           | 375.00   |                     |                  |               |
| Playground Structure Replacement                                          |        | 120.00     |            |                  |       |           |          |                     |                  |               |
| <u>Municipal Facilities</u>                                               |        |            |            |                  |       |           |          |                     |                  |               |
| Justice Building Emergency Standby Generator                              | C-91   |            | 250.00     |                  |       |           |          |                     | 250.00           |               |
| Justice Building Cladding                                                 | C-92   |            | 600.00     |                  |       |           |          |                     | 600.00           |               |
| Articulating Boom Lift                                                    | C-93   |            | 60.00      |                  |       |           |          |                     | 60.00            |               |
| Justice Building HVAC Replacement                                         |        | 1,050.00   |            |                  |       |           |          |                     |                  |               |
| Arts and Culture Centre Renovations                                       |        | 6,000.00   |            |                  |       |           |          |                     |                  |               |
| Renovations at Various Municipal Buildings                                |        | 43.00      |            |                  |       |           |          |                     |                  |               |
| <b>CORNWALL POLICE SERVICES</b>                                           |        | 292.20     | 385.80     |                  |       |           |          |                     | 210.00           | 175.80        |
| <b>CORNWALL PUBLIC LIBRARY</b>                                            |        | 165.00     | 132.60     |                  |       |           |          |                     |                  | 132.60        |
| <b>TOTAL CAPITAL</b>                                                      |        | 27,685.20  | 37,129.20  | 3,882.67         | 64.23 | 22,105.83 | 4,088.00 | 1,763.90            | 4,419.80         | 804.77        |

# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                        | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                    |        |                   |                       | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>FINANCIAL SERVICES</b>          |        |                   |                       |                  |           |              |         |                  |               |
| <b>ITT Services</b>                |        |                   |                       |                  |           |              |         |                  |               |
| Corporate Data Storage             | C-11   |                   | 100.0                 |                  |           |              | 100.0   |                  |               |
| Network Infrastructure             | C-12   |                   | 100.0                 |                  |           |              | 100.0   |                  |               |
| Master Plan                        |        | 75.0              |                       |                  |           |              |         |                  |               |
| <b>Accounting Services</b>         |        |                   |                       |                  |           |              |         |                  |               |
| Asset Management Planning Software | C-13   |                   | 90.0                  |                  |           |              | 90.0    |                  |               |
| <b>Financial Services Total</b>    |        | 75.0              | 290.0                 | -                | -         | -            | 290.0   | -                | -             |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

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



# Financial Services

**Project Name:** Corporate Data Storage

**Funding:** \$100,000 Federal Gas Tax

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Employees throughout the corporation increasingly turn to technology to streamline their operations, placing increasing demands on the City's Information Technology & Telecommunications infrastructure (ITT). This is especially evident with respect to disk storage capacity, where requirements have grown exponentially in recent years. This trend is expected to continue and even escalate.

This project will address current data storage and backup capacity which needs to be regularly increased to protect and preserve data in anticipation of increased storage demands. This expansion will allow the Corporation to continually meet the regulatory compliance for records retention and freedom of information requests. This project is included in the ITT 10-year capital forecast every three years.

ITT has begun asset management planning for its infrastructure. The recommendations of the ITT Master Plan will be applied to this capital project.



# Financial Services

**Project Name:** Network Infrastructure

**Funding:** \$100,000 Federal Gas Tax

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Information Technology & Telecommunications (ITT) infrastructure manages the City's computing infrastructure, including: desktop and mobile devices, printers and other peripheral devices, data centre services, storage equipment, application and database development platforms, security products and services, and voice and data communications networks.

This project is critical to the Corporation's ITT infrastructure as it allows ITT to make required improvements to the network and infrastructure. ITT must maintain expected levels of productivity and security while ensuring the availability of information to City employees and the public.

The recommendations of the ITT Master Plan will be applied through this capital project.



# Financial Services

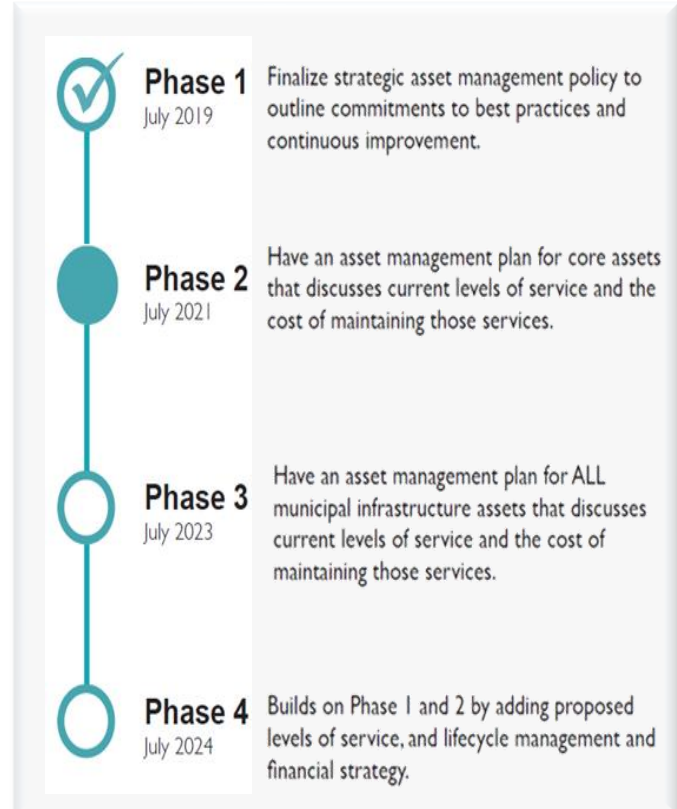
**Project Name:** Asset Management Planning Software

**Funding:** \$90,000 Federal Gas Tax

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

The goal of this regulation is to help improve the way municipalities plan for their infrastructure/ municipal assets. The regulation builds on the progress municipalities have made while bringing consistency and standardization to Asset Management Plans (AMPs), to help spread best practices throughout the sector, and enable the collection of comparable data.

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



This project is for the purchase of an Asset Management software program.

Staff manage a wide variety of assets across several City departments. The 2016 Asset Management Plan valued the City's assets at \$1.3 billion (\$497 million in non-linear assets). The City currently manages/tracks its non-linear assets (buildings, fleet, processing equipment, etc.) through Excel spreadsheets.

Asset Management software will offer a comprehensive solution for managing assets through a centralized system. It will allow the City to track details of each asset, provide greater visibility into asset utilization and reliability of service, costs and maintenance. System metrics will help to determine, for each asset category, the current levels of service provided by the asset and to establish proposed levels of service to be achieved over time. The software would include reporting and analytical tools for innovative decision support, have the functionality to organize risk management criteria associated with assets and to identify the most important renewal and replacement projects.

Good asset management planning requires a complete understanding of the range of choices available to a municipality. The analysis must consider: the entire lifecycle and associated costs related to the assets, levels of services, risks, and the financial viability of the options being considered. Asset Management software brings all these elements together to guide conclusive decision-making.

## 2021 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2021 - 2030

#### FINANCIAL SERVICES

| DESCRIPTION                            | 2021       | 2022       | 2023       | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | 2030       |
|----------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>ITT Services</b>                    |            |            |            |            |            |            |            |            |            |            |
| ITT Master Plan                        |            |            |            |            | 100        |            |            |            |            |            |
| Sharepoint (EDRMS)                     |            |            |            |            | 100        |            |            |            | 100        |            |
| Desktop Virtualization                 |            |            | 80         |            |            |            | 150        |            |            |            |
| Corporate Data Storage                 | 100        |            | 100        |            |            | 100        |            |            |            |            |
| Hosts for virtual Servers              |            | 100        |            |            |            | 150        |            | 125        | 125        |            |
| Network Infrastructure                 | 100        |            |            | 100        |            |            | 100        |            |            | 150        |
| <b>Accounting Services</b>             |            |            |            |            |            |            |            |            |            |            |
| Asset Management Planning Software     | 90         |            |            |            |            |            |            |            |            |            |
| Upgrade Accounting / Budgeting Systems |            |            |            | 160        |            |            |            |            |            |            |
| <b>Total Capital</b>                   | <b>290</b> | <b>100</b> | <b>180</b> | <b>260</b> | <b>200</b> | <b>250</b> | <b>250</b> | <b>125</b> | <b>225</b> | <b>150</b> |

## 2021 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                                                 | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |       |           | RESERVES     |         |                  | 2021 TAX BASE |
|-----------------------------------------------------------------------------|--------|-------------------|-----------------------|------------------|-------|-----------|--------------|---------|------------------|---------------|
|                                                                             |        |                   |                       | GRANTS           | SDG   | Financing | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>GLEN STOR DUN LODGE</b>                                                  |        |                   |                       |                  |       |           |              |         |                  |               |
| Resident Equipment                                                          | C-16   | 115.0             | 50.00                 |                  | 15.00 |           |              |         |                  | 35.00         |
| Backup Generator (to support new HVAC unit)                                 | C-17   |                   | 650.00                |                  |       | 650.00    |              |         |                  |               |
| Air Supply Units                                                            | C-18   |                   | 230.00                | 200.90           | 8.73  |           |              |         |                  | 20.37         |
| Passenger Elevators Hydraulic Modernization & Inground Cylinder Replacement | C-19   | 145.0             | 85.00                 |                  | 25.50 |           |              |         |                  | 59.50         |
| Building Requirements                                                       | C-20   | 71.5              | 60.00                 | 30.00            | 9.00  |           |              |         |                  | 21.00         |
| Kitchen & Laundry Equipment                                                 | C-21   |                   | 44.00                 | 24.00            | 6.00  |           |              |         |                  | 14.00         |
| Flooring Replacement                                                        |        | 100.0             |                       |                  |       |           |              |         |                  |               |
| <b>Glen Stor Dun Lodge Total</b>                                            |        | 431.50            | 1,119.00              | 254.90           | 64.23 | 650.00    | -            | -       | -                | 149.87        |

### COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS SUBMISSION | EXTERNAL FUNDING |          |           | RESERVES     |         |                  | TAX BASE |
|-------------------------------|------------------|------------------|----------|-----------|--------------|---------|------------------|----------|
|                               |                  | GRANTS           | COUNTIES | Financing | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |          |
| 2020 Council Approved Capital | 431.50           |                  | 129.45   |           |              |         |                  | 302.05   |
| 2019 Council Approved Capital | 399.00           |                  | 119.70   |           |              |         |                  | 279.30   |
| 2018 Council Approved Capital | 576.50           |                  | 172.95   |           |              |         |                  | 403.55   |

# Glen Stor Dun Lodge

**Project Name:** Resident Equipment

**Funding:** \$ 35,000 Cornwall (Tax Base)  
\$ 15,000 SDG  
\$ 50,000

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## **Ceiling Lifts (\$20,000)**

As per our lift replacement program, we have started adding additional ceiling lifts in our resident rooms. We currently have 27 of the 120 rooms set up with this equipment. Our goal is to install ceiling tracks in every room with the capacity of adding a lift mechanism to the track as needed. This project will address approximately 4 lifts.



## **Electric Beds (\$20,000)**

Similar to our lift replacement program initiated in 2017, we have begun replacing electric beds as replacement parts are becoming obsolete. We currently have 62 high-low beds spread throughout the facility. With new high-low beds estimated at \$2,000 each, this project will allow for the replacement of approximately 10 beds.



## **Mattresses (\$10,000)**

For infection control purposes, stained mattresses must be discarded and replaced with new ones. This project will allow for the replacement of 10 to 15 new mattresses.





# Glen Stor Dun Lodge

**Project Name:** Backup Generator (to support new HVAC unit)

**Funding:** \$ 650,000 Financing

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The current backup generator was installed in 1993 for building backup power as per requirements under the Long-Term Care Homes Act.

It was identified that the HVAC system is not connected to the generator and should a power outage occur, the heating system would not be fully operational. As per the Long-Term Care Homes Act, the HVAC system is required to be supported by a backup generator.

This project is part of the capital asset management replacement strategy of the City. Based on the required size and power capacity needed to operate the facility, the estimated cost to hire engineers, the cost to complete a noise testing study, and the purchase and installation of the equipment, the project is estimated to cost approximately \$650,000.



The City has submitted an application through the Investing in Canada Infrastructure Program (ICIP) – Long-Term Care Homes. If approved, the project will be funded by Federal (80%) and Provincial (20%) governments. Applicants will be notified in early Spring. If the application is not approved, the City plans to finance the project.



# Glen Stor Dun Lodge

**Project Name:** Air Supply Units

**Funding:** \$ 20,370 Cornwall (Tax Base)  
\$ 8,730 SDG  
\$ 83,500 MOHLTC (Infection Prevention and Control)  
\$ 117,400 MOHLTC (Minor Capital Program)  
\$ 230,000

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The GSDL has a total of 4 Air Supply Units that are original to the building (27 years old). As part of the Capital and Asset Management Plan, these units are to be replaced over the next two years as they are currently starting to fail. These units supply tempered fresh air into the building. Air Units 1, 3 and 4 are at the end of their lifecycle and require a major upgrade.

Air Unit 1 supplies tempered fresh air for the entire building (resident rooms, hallways and most common areas). Air Unit 3 supplies fresh air to the Tea Room and Air Unit 4 to the chapel. In 2022, we will be replacing Unit 2 that supplies fresh air to the kitchen. Due to COVID-19 and to ensure proper ventilation, it is recommended that most of the project be completed this year.

This project is eligible for two streams of funding through the Ministry of Health and Long-Term Care (MOHLTC):

## Infection Prevention and Control Funding

This funding supports capital improvements directly linked to improved infection prevention and control (IPAC) practices. This funding is part of the ministry's response to provide timely and effective support to the long-term care sector to help stabilize homes amidst the evolving challenges of the COVID-19 pandemic. It is intended to help long-term care homes make rapid priority physical infrastructure upgrades that will improve IPAC conditions and practices. Eligible measures include HVAC systems upgrades or repairs.

## Minor Capital Program Funding

This project is eligible for funding under the Minor Capital Program through the MOHLTC. The new program is intended to help maintain and extend the life of long-term care homes and delivers on a commitment made in Fall 2019 to address gaps in the system for funding of minor capital repairs.



The City has submitted an application through the Investing in Canada Infrastructure Program (ICIP) – Long-Term Care Homes. If approved, the project will be funded by Federal (80%) and Provincial (20%) governments. Applicants will be notified in early Spring. If the application is not approved, the City plans to fund the project as noted above.

# Glen Stor Dun Lodge

**Project Name:** Passenger Elevators Hydraulic Modernization & Inground Cylinder Replacement

**Funding:** \$ 59,500 Cornwall (Tax Base)  
\$ 25,500 SDG  
\$ 85,000

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The GSDL has two passenger elevators as well as one service elevator. These elevators will be 27-years old this year. This project will address component modernization of the passenger elevators. The first elevator was completed in 2020 and the second is expected to be completed in 2021. The replacement cost is estimated to be \$145,000. This is an ongoing capital project and funding from prior years will be utilized.

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

- a) The door operators which maintain door speed and increase the elevator reliability, improves passenger safety and provides a smoother and quieter ride.
- b) The Opti-Guard is a door protection system that uses infrared emitters and detectors to create an invisible safety net across the elevator entrance.
- c) Door restrictors are components that prevent residents from opening the door when the elevator is stalled between floors. These will be changed to meet elevator safety codes.
- d) Solid state starters eliminate power surges which reduce the impact on electrical equipment and minimize competition from electricity between lights, computers, and elevators. They also prevent elevator motors from burning out by adjusting the current. Additionally, they reduce downtime, optimize motor start-up, and provide quieter operations.

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



The City has submitted an application through the Investing in Canada Infrastructure Program (ICIP) – Long-Term Care Homes. If approved, the project will be funded by Federal (80%) and Provincial (20%) governments. Applicants will be notified in early Spring. If the application is not approved, the City plans to fund the project as noted above.

# Glen Stor Dun Lodge

**Project Name:** Building Requirements

**Funding:** \$ 21,000 Cornwall (Tax Base)  
\$ 9,000 SDG  
\$ 30,000 MOHLTC (Minor Capital Program)  
\$ 60,000

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

This project includes the replacement of outdoor furniture for the enclosed garden area of the Lodge. The current furniture is aging (wooden frame). Replacement furniture will be made with a durable material with a longer life span.



## **Cement Walkway Repairs (\$30,000)**

The cement walkway on the west side of the building leading up to the employee parking lot requires repairs. There are cracks and uneven blocks. The slope on the elevated stairs will also be addressed to prevent slips and falls as the stairs are too steep. There has also been an accumulation of water creating ice pools.

This project is eligible for funding under the Minor Capital Program through the MOHLTC. The new program is intended to help maintain and extend the life of long-term care homes and delivers on a commitment made in Fall 2019 to address gaps in the system for funding of minor capital repairs.



## **Toilets in Resident Rooms (\$15,000)**

Resident toilets are 27-years old and are not adequate to meet resident's needs. Many residents require a raised toilet seat which causes infection control issues/concerns. In order to mitigate this, 50 standard height toilets will be replaced with taller ones in order to eliminate the need for raised toilet seats and improve infection control.

# Glen Stor Dun Lodge

**Project Name:** Kitchen & Laundry Equipment

**Funding:** \$ 14,000 Cornwall (Tax Base)  
\$ 6,000 SDG  
\$ 24,000 MOHLTC (Minor Capital Program)  
\$ 44,000

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## **Dining Room Chairs, Tables & Furnishings (\$20,000)**

Much of the dining room furniture has reached the end of its useful life. In 2018-19, new chairs were purchased for the second and third floor dining areas. In 2021, the chairs on the fourth floor have been identified for replacement. These chairs are specifically designed for health care, assuring the height is appropriate for the senior population and the seat material is made of soil proof crypton fabric.

As well, we are experiencing more complexity with resident admissions. In order to accommodate the needs of this demographic, there is a need for a new dining room table solution. These tables are designed for the health care field.



## **Dietary Equipment (\$24,000)**

The 2021 budget includes a continued investment in the equipment used in our kitchen and serveries.

Many pieces of equipment have exceeded their useful life and are in need of replacement. This equipment includes: a water/ice machine, refrigerators in the tearoom, serving counters in the tearoom, and carts.



This project is eligible for funding under the Minor Capital Program through the MOHLTC. The new program is intended to help maintain and extend the life of long-term care homes and delivers on a commitment made in Fall 2019 to address gaps in the system for funding of minor capital repairs.

# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

| DESCRIPTION                                                                           |  | 2021           | 2022           | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         |
|---------------------------------------------------------------------------------------|--|----------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>GLEN-STOR-DUN-LODGE</b>                                                            |  |                |                |              |              |              |              |              |              |              |              |
| <b>1 BUILDING REQUIREMENTS</b>                                                        |  |                |                |              |              |              |              |              |              |              |              |
| Outdoor Furniture Replacement                                                         |  | 15.0           |                |              | 10.0         |              |              | 10.0         |              |              | 10.0         |
| Cement Walkway Repairs                                                                |  | 30.0           |                |              |              | 30.0         |              |              |              | 30.0         |              |
| Spa Room Modernization 4th floor                                                      |  |                | 60.0           |              |              |              |              |              |              |              | 60.0         |
| Spa room modernization 3rd floor                                                      |  |                |                | 60.0         |              |              |              |              |              |              |              |
| Spa room modernization 2nd floor                                                      |  |                |                |              | 60.0         |              |              |              |              |              |              |
| Resident toilet upgrades                                                              |  | 15.0           |                |              |              |              |              |              |              |              |              |
| Indoor Furniture Replacement                                                          |  |                | 20.0           |              | 20.0         |              | 20.0         |              | 20.0         |              | 20.0         |
| Awning - Gazebo                                                                       |  |                | 20.0           |              |              |              |              |              |              | 20.0         |              |
| Air Supply Unit # 1 - Building                                                        |  | 170.0          |                |              |              |              |              |              |              |              |              |
| Air Supply Unit # 2 - Kitchen                                                         |  |                | 100.0          |              |              |              |              |              |              |              |              |
| Air Supply Unit # 3 - Tea Room                                                        |  | 30.0           |                |              |              |              |              |              |              |              |              |
| Air Supply Unit # 4 - Chapel                                                          |  | 30.0           |                |              |              |              |              |              |              |              |              |
| Domestic Water Heater Tank Replacement - Kitchen                                      |  |                | 40.0           |              |              |              |              |              |              |              |              |
| Domestic Water Heater Tank Replacement - Laundry                                      |  |                | 5.0            |              |              |              |              |              |              |              |              |
| Passenger Elevators Hydraulic Modernization<br>& Inground Cylinder Replacement (no.2) |  | 85.0           |                |              |              |              |              |              |              |              |              |
| 1 Service Elevator Hydraulic Modernization                                            |  |                |                |              |              | 130.0        |              |              |              |              |              |
| Backup Generator (to support new AC unit)                                             |  | 650.0          |                |              |              |              |              |              |              |              |              |
| Lighting 4th Floor                                                                    |  |                | 40.0           |              |              |              |              |              |              | 10.0         |              |
| Lighting 3rd Floor                                                                    |  |                | 40.0           |              |              |              |              |              |              |              | 10.0         |
| Lighting 2ndFloor                                                                     |  |                | 40.0           |              |              |              |              |              |              |              |              |
| Lighting Ground Floor                                                                 |  |                | 40.0           |              |              |              |              |              |              |              |              |
| Asphalt                                                                               |  |                |                |              |              |              | 100.0        |              | 250.0        |              |              |
| Air Conditioning Units- Laundry Retrofit (2 into 1)                                   |  |                | 50.0           |              |              |              |              |              |              |              | 50.0         |
| Air Conditioning Units- Admin Corridor to 4 offices                                   |  |                | 40.0           |              |              |              |              |              |              |              |              |
| <b>Total Building Requirements</b>                                                    |  | <b>1,025.0</b> | <b>495.0</b>   | <b>60.0</b>  | <b>90.0</b>  | <b>160.0</b> | <b>120.0</b> | <b>10.0</b>  | <b>270.0</b> | <b>60.0</b>  | <b>150.0</b> |
| <b>2 FLOORING REPLACEMENT</b>                                                         |  |                |                |              |              |              |              |              |              |              |              |
| 2nd floor repairs                                                                     |  |                |                |              |              |              |              | 50.0         |              |              |              |
| 3rd floor repairs                                                                     |  |                |                |              |              |              |              |              | 50.0         |              |              |
| 4th floor repairs                                                                     |  |                |                |              |              |              |              |              |              | 50.0         |              |
| Ground Floor                                                                          |  |                | 300.0          |              |              |              |              |              |              |              |              |
| Common Areas                                                                          |  |                |                |              |              |              |              |              |              |              | 50.0         |
| <b>Total Flooring Replacement</b>                                                     |  | <b>0.0</b>     | <b>300.0</b>   | <b>0.0</b>   | <b>0.0</b>   | <b>0.0</b>   | <b>0.0</b>   | <b>50.0</b>  | <b>50.0</b>  | <b>50.0</b>  | <b>50.0</b>  |
| <b>3 KITCHEN / LAUNDRY EQUIPMENT</b>                                                  |  |                |                |              |              |              |              |              |              |              |              |
| Condensers for Main Kitchen Fridge & Freezers                                         |  |                |                |              |              |              |              |              | 50.0         |              |              |
| Dining Room Chairs, Tables & Furnishings                                              |  | 20.0           |                | 20.0         |              |              |              | 25.0         |              |              |              |
| Range, Oven and Open fry pot                                                          |  |                |                |              | 25.0         |              |              |              | 25.0         |              |              |
| Dietary Equipment                                                                     |  | 24.0           | 40.0           | 20.0         |              |              |              |              |              |              |              |
| Other dietary equipment                                                               |  |                | 25.0           | 45.0         | 50.0         | 30.0         | 45.0         | 25.0         | 25.0         | 25.0         | 25.0         |
| Washing Machines - Laundry                                                            |  |                | 14.0           | 14.0         | 14.0         |              |              |              |              |              | 14.0         |
| Dryers - Laundry                                                                      |  |                | 28.0           |              | 14.0         |              |              |              |              |              | 14.0         |
| <b>Total Kitchen / Laundry Equipment</b>                                              |  | <b>44.0</b>    | <b>107.0</b>   | <b>99.0</b>  | <b>103.0</b> | <b>30.0</b>  | <b>45.0</b>  | <b>50.0</b>  | <b>100.0</b> | <b>25.0</b>  | <b>53.0</b>  |
| <b>4 RESIDENT EQUIPMENT</b>                                                           |  |                |                |              |              |              |              |              |              |              |              |
| Ceiling Lifts                                                                         |  | 20.0           | 30.0           | 30.0         | 30.0         | 30.0         | 30.0         | 30.0         | 30.0         | 30.0         | 30.0         |
| Electric Beds                                                                         |  | 20.0           | 30.0           | 35.0         | 35.0         | 35.0         |              |              |              |              |              |
| Bath Tubs                                                                             |  |                |                |              |              | 40.0         | 40.0         | 40.0         |              |              |              |
| Blanket Warmers                                                                       |  |                | 10.0           |              | 10.0         |              |              |              |              |              |              |
| Bedroom Furniture                                                                     |  |                | 20.0           |              | 20.0         |              |              | 20.0         |              | 20.0         |              |
| Mattresses                                                                            |  | 10.0           | 15.0           | 10.0         | 15.0         | 10.0         | 15.0         | 10.0         | 15.0         | 10.0         | 15.0         |
| Beauty Parlor Furnishings                                                             |  |                |                |              |              |              |              | 10.0         |              |              |              |
| <b>Total Resident Equipment</b>                                                       |  | <b>50.0</b>    | <b>105.0</b>   | <b>75.0</b>  | <b>110.0</b> | <b>115.0</b> | <b>85.0</b>  | <b>110.0</b> | <b>45.0</b>  | <b>60.0</b>  | <b>45.0</b>  |
| <b>Total Capital</b>                                                                  |  | <b>1,119.0</b> | <b>1,007.0</b> | <b>234.0</b> | <b>303.0</b> | <b>305.0</b> | <b>250.0</b> | <b>220.0</b> | <b>465.0</b> | <b>195.0</b> | <b>298.0</b> |

## 2021 CAPITAL SUBMISSION

### CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                                     | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|-----------------------------------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                                                 |        |                   |                       | SDG              | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>Cornwall SDG Paramedic and Emergency Management Services</b> |        |                   |                       |                  |           |              |         |                  |               |
| Ambulance Replacement                                           | C-24   | 523.0             | 800.0                 |                  |           |              |         | 800.0            |               |
| Power Cot Replacement                                           | C-25   | 75.0              | 75.0                  |                  |           |              |         | 75.0             |               |
| Toughbook Computers                                             | C-26   |                   | 75.0                  |                  |           |              |         | 75.0             |               |
| Automatic CPR Devices                                           |        | 18.0              |                       |                  |           |              |         |                  |               |
| Paramedic Real-Time Data                                        |        | 93.5              |                       |                  |           |              |         |                  |               |
| <b>Cornwall SDG Paramedic and Emergency Management Services</b> |        | 709.5             | 950.0                 | -                | -         | -            | -       | 950.0            | -             |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

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



# Cornwall SDG Paramedic & Emergency Management Services

**Project Name:** Ambulance Replacement

**Funding:** \$800,000 Land Ambulance Reserve

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

In response to the increasing call volumes and subsequent increase in response times over the past several years, the service is seeking to add 12 hrs of daily coverage to the road in 2021. This will require the addition of one more ambulance to the fleet, currently set at 14 units. This will ensure that we maintain at least 3 spare units to facilitate rapid deployment at shift start regardless if units are unavailable due to overtime assignments or to the preventive maintenance schedule.

It takes approximately 6 months to receive the vehicles after a purchase order has been issued. The three replacement ambulances included in the 2021 budget submission are expected to be delivered by the Spring of 2021 and, if approved by Council, the additional unit will be ordered early in 2021 with an expected late summer delivery date. The cost of ambulances is anticipated to increase as new standards will be implemented in the production of these vehicles.





# Cornwall SDG Paramedic & Emergency Management Services

**Project Name:** Power Cot Replacement

**Funding:** \$75,000 Land Ambulance Reserve

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

As part of the Asset Management Plan, three cots will be replaced in 2021 and, if approved, a fourth cot will be required to outfit the additional ambulance. The replacement cycle for the entire fleet of power cots was staggered over 5 years, beginning in 2020.



# Cornwall SDG Paramedic & Emergency Management Services

**Project Name:** ToughBook Computers

**Funding:** \$75,000 Land Ambulance Reserve

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ToughBooks are portable computers used by paramedics in the field. They differ from regular portable computers in that they must be built to withstand the rough handling because of the nature of the paramedic business as well as they must be mounted into restraints when used in moving vehicles.

These computers are essential to meet documentation standards, Real Time View (RTV) and bidirectional communication with the dispatch center. They are instrumental for Patient Care Reports and deployment of ambulance through RTV.

This project is for the replacement of Toughbook computers that have exceed their useful life. As part of the Asset Management Plan, ToughBooks are replaced in 4 year cycles.



## 2021 TEN YEAR CAPITAL FORECAST

**CAPITAL FORECAST  
FOR THE YEARS 2021 - 2030**

| DESCRIPTION                                                         | 2021         | 2022           | 2023           | 2024           | 2025           | 2026           | 2027           | 2028         | 2029           | 2030           |
|---------------------------------------------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|----------------|
| <b>Cornwall SDG Paramedic and<br/>Emergency Management Services</b> |              |                |                |                |                |                |                |              |                |                |
| Ambulance Replacement                                               | 800.0        | 1,000.0        | 800.0          | 600.0          | 800.0          | 1,000.0        | 800.0          | 600.0        | 800.0          | 1,000.0        |
| Power Cot Replacement                                               | 75.0         | 125.0          | 75.0           | 25.0           | 75.0           | 125.0          | 75.0           | 100.0        | 75.0           | 75.0           |
| Toughbook Computers                                                 | 75.0         | 70.0           |                |                | 75.0           | 70.0           |                |              | 75.0           | 70.0           |
| Automatic CPR Devices                                               |              | 72.0           | 90.0           | 72.0           | 54.0           |                | 54.0           |              | 90.0           | 90.0           |
| Paramedic Real-Time Data                                            |              |                |                |                |                |                |                |              |                |                |
| First Response Vehicles                                             |              | 180.0          |                | 180.0          |                | 90.0           |                | 90.0         |                | 180.0          |
| Defibrillators                                                      |              |                | 36.0           |                |                | 896.0          |                |              |                |                |
| Emergency Command Vehicle                                           |              |                |                | 200.0          |                |                |                |              |                |                |
| Pad Program (Defibrillators)                                        |              | 36.0           | 156.0          | 33.0           | 141.0          | 17.0           |                | 36.0         |                |                |
| Stair Chairs                                                        |              |                |                |                |                |                | 51.0           |              |                |                |
| Logistics Vehicle                                                   |              |                |                |                |                |                |                |              | 40.0           |                |
| Ambulance Utilization Study                                         |              |                |                |                |                |                | 80             |              |                |                |
| Admin Vehicle                                                       |              |                |                |                | 40             |                |                |              |                |                |
| Helmets                                                             |              |                | 60             |                |                |                |                |              |                |                |
| <b>Total Capital</b>                                                | <b>950.0</b> | <b>1,483.0</b> | <b>1,217.0</b> | <b>1,110.0</b> | <b>1,185.0</b> | <b>2,198.0</b> | <b>1,060.0</b> | <b>826.0</b> | <b>1,080.0</b> | <b>1,415.0</b> |

# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                           | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|---------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                       |        |                   |                       | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>FIRE SERVICES</b>                  |        |                   |                       |                  |           |              |         |                  |               |
| Fire Headquarters and Training Centre | C-29   | 2,900.0           | 2,900.0               |                  | 2,621.6   | 278.4        |         |                  |               |
| Pumper 3 Replacement                  | C-30   |                   | 880.0                 |                  | 880.0     |              |         |                  |               |
| <b>Fire Services Total</b>            |        | 2,900.0           | 3,780.0               | 0.0              | 3,501.6   | 278.4        | 0.0     | 0.0              | 0.0           |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

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

# Fire Services

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

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

Total Project Estimated Cost is \$8.7M.

\$2.9M has been set aside in both the 2019 and 2020 budgets.

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

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

In 2020, the City issued a Request for Proposal (RFP) to select the best suited proponent to design and build the facility. The RFP was awarded to J.L Richards and Associates Limited. It is expected that site preparation and construction will begin in 2021 and the project will be completed by 2023.

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



# Fire Services

**Project Name:** Pumper 3 Replacement

**Funding:** \$880,000 Financing

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This project is included in the Asset Management Plan for the anticipated replacement of Pumper 3 in the Fire Services fleet. Pumper 3 was purchased in 2001 and is a 20-year-old fire pumper. It had been in the fleet up to January 2020 at which time ownership was transferred to the Municipal Works department to be refurbished and reassigned. Fire Service Best Practice moves large fleet vehicles from front line to reserve vehicles following the practices established by the National Fire Protection Association (NFPA), which is to remove a vehicle from normal front line assignment to reserves at 15 years and remove the vehicle from service after 20 years.

Additionally, the maintenance requirements of a 20-year-old fire service vehicle dramatically increases with technological changes, availability of parts and service tools and technician's capability. This particular vehicle did not have diesel emissions technology installed at the time. A new vehicle will have the regulated and required emission control systems and will be a more environmentally sound vehicle for the future.

While hybrid and electric capabilities in fire trucks loom in the future, they are relatively untested and in its infancy stage within the industry. Currently, the price of the electric fire trucks that are on the market are cost prohibitive, but may be considered in the future if price, maintenance and operating costs are significantly lower over the life of the vehicle.

Since the old pumper 3 vehicle was transferred to Municipal Works, Fire Services has been without a secondary back-up pumper. Through the past year, there have been numerous times when that has put significant pressure on the remaining vehicles in the reserve fleet. This new pumper would be put into fleet position as a front-line resource, replacing aging Pumper 6. Pumper 6 will be moved to the reserve fleet providing us with two reserve pumpers and a reserve aerial ladder. Significant repairs to our front-line pumpers, including head gasket repairs, radiator repairs, and spring repairs has reminded us how much we depend on our reserve fleet to back-up our front-line trucks.



Reserve fleet vehicles are also put into front line service when there is a significant incident. Although this does not happen frequently, it is a necessity to ensure the community has a dependable vehicle in reserve to be placed into service. This would be to either augment the fire fighting resources at a major incident or to be assigned to manage any additional incidents that may occur within the municipality during a major incident. Without a reserve vehicle, Fire Services is unable to respond to any further calls while units are responding to an incident.

With the vehicle replacement, much of the equipment on the vehicle will also be replaced. This includes such things as hose loads, nozzles, fans, power equipment, hand tools and other such fire fighting equipment that is not in a normal replacement cycle. We will not augment our self-contained breathing apparatus or heavy hydraulics within the budget for this vehicle, as those are slated for capital replacement when they come out of warranty in the future. Equipment will be assessed and replaced on an as required basis within the prescribed budget.

## 2021 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2021 - 2030

#### FIRE SERVICES

| DESCRIPTION                           | 2021         | 2022     | 2023     | 2024     | 2025         | 2026      | 2027         | 2028       | 2029     | 2030     |
|---------------------------------------|--------------|----------|----------|----------|--------------|-----------|--------------|------------|----------|----------|
| <b>Facilities</b>                     |              |          |          |          |              |           |              |            |          |          |
| Fire Headquarters and Training Centre | 2,900        |          |          |          |              |           |              |            |          |          |
| <b>Fleet Vehicles</b>                 |              |          |          |          |              |           |              |            |          |          |
| Pumper 3 Replacement                  | 880          |          |          |          |              |           |              |            |          |          |
| Pumper 5 Replacement                  |              |          |          |          |              |           |              | 900        |          |          |
| Aerial 1 Replacement                  |              |          |          |          | 1,120        |           |              |            |          |          |
| Aerial 2 Replacement                  |              |          |          |          |              |           | 1,120        |            |          |          |
| <b>Equipment</b>                      |              |          |          |          |              |           |              |            |          |          |
| HazMat Equipment                      |              |          |          |          |              | 60        |              |            |          |          |
| SCBA replacement                      |              |          |          |          | 270          |           |              |            |          |          |
| <b>Total Capital</b>                  | <b>3,780</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,390</b> | <b>60</b> | <b>1,120</b> | <b>900</b> | <b>0</b> | <b>0</b> |



# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                                                                                                          | Page # | 2020<br>GROSS BUDGET | 2021<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | 2021<br>TAX BASE |
|--------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------|-----------------------------|------------------|-----------|-----------------|---------|---------------------|------------------|
|                                                                                                                                      |        |                      |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |                  |
| <b>Municipal Works Equipment</b><br>Municipal Works Fleet Renewal Program                                                            | C-33   | 798.0                | 800.0                       |                  |           |                 |         | 800.0               |                  |
| <b>Municipal Works Yard Redevelopment</b><br>Construction of the New Municipal Works Garage/Multiuse<br>and Administration Buildings | C-34   | 1,565.0              | 13,923.0                    |                  | 13,239.1  | 683.9           |         |                     |                  |
| Demolition and Site Works                                                                                                            | C-35   |                      | 1,154.0                     |                  | 1,097.4   | 56.6            |         |                     |                  |
| <b>Parks and Landscaping</b><br>Emerald Ash Borer                                                                                    | C-36   | 300.0                | 300.0                       |                  | 300.0     |                 |         |                     |                  |
| <b>Municipal Works Total</b>                                                                                                         |        | 2,663.0              | 16,177.0                    | 0.0              | 14,636.5  | 740.5           | 0.0     | 800.0               | 0.0              |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | TAX BASE |
|-------------------------------|---------------------|------------------|-----------|-----------------|---------|---------------------|----------|
|                               |                     | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |          |
| 2020 Council Approved Capital | 2,663.0             |                  | 2,525.2   | 77.8            |         | 60.0                |          |
| 2019 Council Approved Capital | 5,947.8             |                  | 5,652.4   | 256.6           |         | 20.0                | 18.8     |
| 2018 Council Approved Capital | 1,551.6             |                  | 1,095.0   |                 | 50.0    | 30.0                | 376.6    |

# Municipal Works Division

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

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

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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: snow plough trucks, pay loaders, sidewalk snow clearing machines (articulating tractors), and service trucks. In general, proper planning dictates when to replace vehicles and equipment at the most opportune time, considering both its reliability and its residual value.

Vehicle and equipment specifications are developed with participation from various departmental representatives to ensure the departmental needs are accurately met.



The following equipment will be replaced in 2021:

- Unit #9 - \$35,000 budgeted to replace a repurposed 2014 police car used by the Planning Department with a mini van. The repurposed police car may then be used by requesting departments for students and temporary employees as required.
- Unit #81 - \$55,000 budgeted for a new high roof service cargo van for the HVAC technician in the Facilities Department. This is a new addition to the department.
- Unit #83 - \$55,000 budgeted for a new high roof service cargo van for the electrician in the Facilities Department. This unit will replace a repurposed 2009 ambulance which is beyond its service life and will be sold.
- Unit #88 - \$130,000 budgeted to replace a 2006 heavy duty (HD) utility van allocated to the Water Distribution Section in MW. It is proposed to replace the unit with a large (dual wheeled) high roof service cargo van. The proposed cargo van is approximately \$100,000 less expensive than a HD utility van and will provide similar capabilities. The old unit will be sold.
- Unit #163 - \$310,000 budgeted to replace a 2011 plough truck and attachments utilized by the Roads Section in MW. The old plough truck will be sold.
- Unit #507 - \$95,000 budgeted to replace 2005 ice resurfacing machine (Zamboni) at the Benson Centre. The old unit will be sold.
- Unit #508 - \$95,000 budgeted to replace 2009 Ice resurfacing machine (Zamboni) at the Benson Centre. The old unit will be kept as a spare.
- Unit #728 - \$25,000 budgeted to replace a 2004 walk behind diesel plate packer. The old unit has become too expensive to maintain and will be sold.

# Municipal Works Division

## **Project Name: Municipal Works Yard Redevelopment – Construction of the New Municipal Works Garage/Multiuse and Administration Buildings**

**Funding:**       \$ 13,239,100 (Financing)  
                      \$    683,900 (Development Charges)  
                      \$ 13,923,000

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

The 2016 EA redevelopment schedule called for the construction of a new MW Garage/Multiuse Building to be constructed on or before 2021. The new building will replace a number of existing structures within the MW yard, including the existing MW Garage, Public Property Section buildings, Roads Section buildings, Water Distribution and Sewer Collection Section buildings, Traffic Shop and the Tire Storage building. It is proposed that a new combined Garage/Multiuse Building be constructed. The building will consist of a 3,000 square meter structure with a layout that focuses on effective space planning, operational and energy efficiency, environmental sustainability principles and the minimization of building and maintenance costs through the consolidation of amenities such as offices and lunchrooms.

Following the completion of the site reconfiguration and phasing plan for the Municipal Works Yard, it was determined that it would be necessary to replace the existing Administration Building in the second phase of development in order to facilitate the construction of other buildings within the yard – namely the new Garage/Multiuse Building. It is proposed that the new Administration Building consist of a 1,200 square meter multi-level structure, with a design focus on operational and energy efficiency, environmental sustainability and accessibility.

As per the 2016 EA, the total estimated combined costs for the new Administration and Garage/Multiuse buildings is \$15,470,250, with \$13,923,225 budgeted for building construction costs. The total includes \$2.7M for the proposed Administration Building, \$4.3M for the proposed Garage module and \$6.9M for the various remaining modules being incorporated into the Garage/Multiuse Building. It is proposed that the 2021 budget include funds for the construction of both buildings, as the work will be combined into a multi-year construction tender.

It is proposed that the construction contract for the Garage/Multiuse and Administration Buildings be awarded in 2021, with construction of the Administration Building commencing in 2022. Following the completion of construction of the Administration Building, construction of the new Garage/Multiuse Building will commence in 2023.

The second phase of the MW Redevelopment Project includes complex phasing and staging requirements in order to allow for the continuous operation of all facilities within the MW Yard. It is proposed that the construction of the Administration and Garage/Multiuse Buildings be combined into a single, multi-year construction tender, as doing so will simplify coordination requirements and decrease construction costs through economies of scale.



As the design progresses, updated cost estimates (if necessary) for the construction of the buildings will be submitted with the quarterly reports for the MW Yard Redevelopment Project. Any anticipated variances from the original construction estimates provided in the EA will be identified to Council in advance of issuing the construction tender for the MW Garage/Multiuse and Administration Buildings through the quarterly reporting mechanism in place.

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

# Municipal Works Division

## Project Name: Municipal Works Yard Redevelopment – Demolition and Site Works

**Funding:**       \$ 1,097,400 (Financing)  
                      \$    56,600 (Development Charges)  
                      \$ 1,154,000

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

Following a review of the Site Redevelopment and Phasing Plan for the Municipal Works Yard, it was determined that the second phase of site grading and servicing of the MW Yard should take place in conjunction with the construction of the Administration and Garage/Multiuse Buildings. The second phase of the site servicing and grading plan within the MW Yard includes the extension of municipal services and regrading of the south west quadrant of the MW Yard following the demolition of the existing buildings. Demolition works will necessitate the regrading of the southwest quadrant of the MW Yard at this stage of redevelopment.

Demolition works include the removal of the existing Administration building, following the construction of the new Administration Building in the south east quadrant of the MW Yard. The existing Administration Building is to be demolished in order to allow sufficient space in the yard for the construction of the new Garage/Multiuse Building; the existing Traffic Shop and Tire Storage buildings must also be demolished to accommodate the new building. The demolition of the existing Roads and Public Property building sections is scheduled to take place following the construction of the new buildings, in order to accommodate temporary phasing requirements for future phases of redevelopment.

Also included in the Demolition and Site Works plan is the construction of the second phase of noise barrier wall system along the southeast and eastern property boundaries. The Noise Impact Assessment and Report prepared by WSP in 2017 indicated that a noise barrier wall system would be required in order to mitigate noise impacts caused by MW operations to surrounding residential areas. The noise barrier wall system is to be a precast modular brick wall system and will match the style used in the first phase of construction.

The Demolition and Site Works plan is scheduled to take place in 2022-2023, following the construction of the proposed Administration and Garage/Multiuse Buildings. The funds are included as part of the 2021 Budget, as the work is to be tendered in conjunction with the construction of the new buildings, which is to be awarded in 2021.





# Municipal Works – Parks and Landscaping

**Project Name:** Emerald Ash Borer

**Funding:** \$300,000 Financing

The purpose of the Emerald Ash Borer (EAB) program is to deal with the EAB beetle which is a non-native invasive insect that attacks and kills most varieties of ash trees (white and green ash). Adult EAB beetles lay their eggs on ash trees in the summer. When the eggs hatch into larvae, they tunnel under the tree's bark to feed. The tunnels prevent the flow of water and nutrients, causing the tree to die.



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

The program involves the removal of ash trees, replacement tree planting program on a one to one ratio where possible, stump removal and injection program for selected significant ash trees with TreeAzin™ which is a systemic insecticide injected into the tree's bark, directly into the conductive tissues, and moves upward with the flow of water and nutrients. It kills EAB larvae feeding on the tree's tissues.



The Emerald Ash Borer is well established in the Cornwall area, and the effect on the local ash tree population is evident. Staff annually review the City's existing ash tree inventory and identify trees that require removal.

The EAB Management Plan, which began in 2014, is anticipated to be a 10-15 year long project which will inevitably result in the removal of all ash trees from municipally-owned properties.

The photo below provides an example of the damage that will result from the Emerald Ash Borer. The same street pictured here within a 3-year time period.



## 2021 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2021 - 2030

#### MUNICIPAL WORKS

| DESCRIPTION                                      | 2021          | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         |
|--------------------------------------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>FLEET RENEWAL PROGRAM:</b>                    |               |              |              |              |              |              |              |              |              |              |
| #9 - Passenger Mini Van                          | 35            |              |              |              |              |              |              |              |              |              |
| #81 - High Roof Service Cargo Van                | 55            |              |              |              |              |              |              |              |              |              |
| #83 - High Roof Service Cargo Van                | 55            |              |              |              |              |              |              |              |              |              |
| #88 - High Roof (Dual)Service Cargo Van          | 130           |              |              |              |              |              |              |              |              |              |
| #163 - Tandem Plow Truck with attachments        | 310           |              |              |              |              |              |              |              |              |              |
| #507 - Ice Resurfacing Machine                   | 95            |              |              |              |              |              |              |              |              |              |
| #508 - Ice Resurfacing Machine                   | 95            |              |              |              |              |              |              |              |              |              |
| #728 - Diesel Walk Behind Plate Packer           | 25            |              |              |              |              |              |              |              |              |              |
| <i>Equipment estimated for years 2022 - 2030</i> |               | 798          | 802          | 800          | 800          | 800          | 800          | 800          | 794          | 795          |
| <b>MUNICIPAL WORKS:</b>                          |               |              |              |              |              |              |              |              |              |              |
| Municipal Works Yard Redevelopment               | 15,077        | 2,710        | 4,478        | 3,442        | 710          | 1,336        | 1,348        | 1,347        |              |              |
| <b>PARKS AND LANDSCAPING:</b>                    |               |              |              |              |              |              |              |              |              |              |
| Emerald Ash Borer                                | 300           | 300          | 300          | 300          | 300          | 300          | 300          | 300          | 300          | 300          |
| <b>Total Capital</b>                             | <b>16,177</b> | <b>3,808</b> | <b>5,580</b> | <b>4,542</b> | <b>1,810</b> | <b>2,436</b> | <b>2,448</b> | <b>2,447</b> | <b>1,094</b> | <b>1,095</b> |

# 2021 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT  
FOR THE YEAR 2021

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

| DESCRIPTION                                                                                                      | Page # | 2020<br>GROSS BUDGET | 2021<br>GROSS<br>SUBMISSION | EXTERNAL FUNDING |           | RESERVES        |         |                     | 2021<br>TAX BASE |
|------------------------------------------------------------------------------------------------------------------|--------|----------------------|-----------------------------|------------------|-----------|-----------------|---------|---------------------|------------------|
|                                                                                                                  |        |                      |                             | GRANTS           | FINANCING | DEV.<br>CHARGES | GAS TAX | SPECIFIC<br>RESERVE |                  |
| <b>TRAFFIC SIGNALS</b><br>Traffic Signal Upgrades<br>Sydney St. and Seventh St.<br>Second St. and McConnell Ave. | C-39   | 300.0                | 300.0                       |                  |           |                 | 300.0   |                     |                  |
| <b>STREETLIGHTING</b><br>Pole Replacement Program                                                                | C-40   | 100.0                | 100.0                       |                  |           |                 |         |                     | 100.0            |
| <b>Traffic Signals and Streetlighting Total</b>                                                                  |        | 400.0                | 400.0                       | -                | -         | -               | 300.0   | -                   | 100.0            |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

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



# Municipal Works - Roads

**Project Name:** Traffic Signal Upgrades

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

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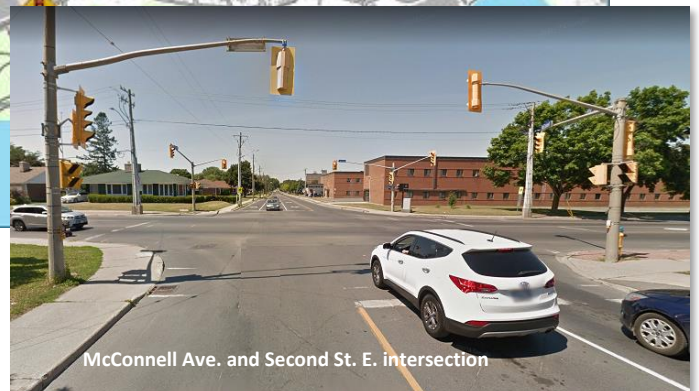
The City currently operates and maintains 69 existing traffic signal locations. The City is mandated to comply with Provincial minimum maintenance standard legislation for traffic signals. With proper maintenance, the average life expectancy of City traffic signals is typically 30 years before requiring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

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

The following Traffic Signal Upgrade projects are proposed for 2021:

- Sydney St. and Seventh St. East (\$115,000)
- Second St. East and McConnell Ave. (\$185,000)

The proposed traffic signal upgrade at the intersection of Sydney St. and Seventh St. E. will be completed in conjunction with the Sydney St. Reconstruction project from Fifth St. E. to Seventh St. E. which was included in the 2021 Water & Wastewater Budget. The existing traffic signals along Sydney St. will continue to be replaced as the reconstruction of Sydney St. proceeds north in future budget years. Additionally, the traffic signal at the intersection of Second St. E. and McConnell Ave. will be replaced in 2021 prior to the asphalt resurfacing of McConnell Ave. from Second St. E. to Fifth St. E. which will be completed in the near future in a subsequent budget year.



# Municipal Works - Roads

**Project Name:** Pole Replacement Program

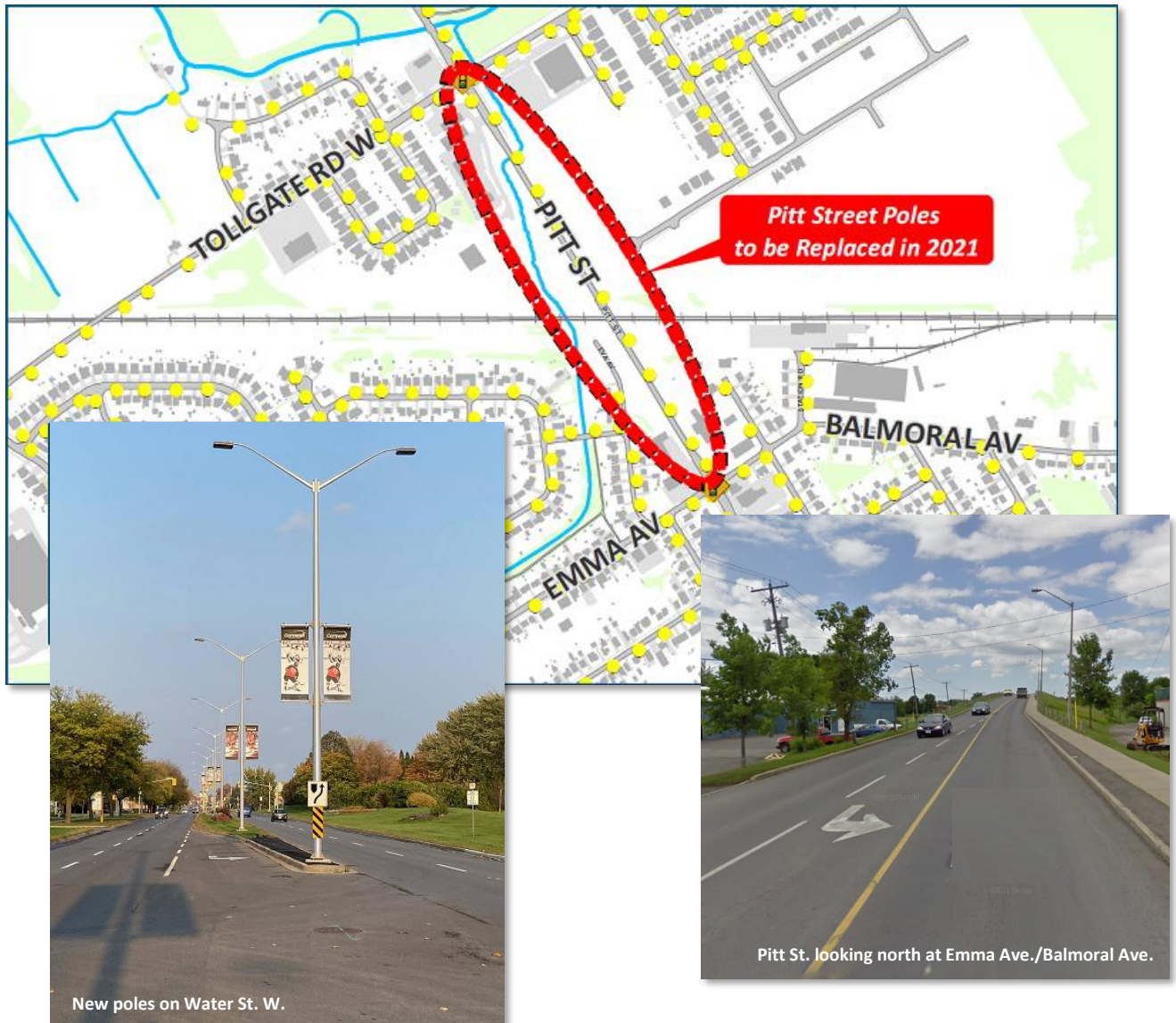
**Funding:** \$100,000 Tax Base

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

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

For 2021, it is proposed that 12 concrete poles along Pitt St. between Emma Ave./Balmoral Ave. and Tollgate Rd. be replaced.

Any remaining funds from the 2021 Pole Replacement Budget will be used for other various locations. The City owns and maintains approximately 1,400 streetlight poles throughout the City.



# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

### TRAFFIC SIGNALS AND STREETLIGHTING

| LOCATION                      | FROM          | TO              | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|-------------------------------|---------------|-----------------|------|------|------|------|------|------|------|------|------|------|
|                               |               |                 |      |      |      |      |      |      |      |      |      |      |
| <b>TRAFFIC SIGNALS</b>        |               |                 |      |      |      |      |      |      |      |      |      |      |
| Traffic Signal Upgrades       |               |                 | 300  | 300  | 300  | 300  | 300  | 300  | 300  | 300  | 300  | 300  |
| Sydney St. and Seventh St.    |               |                 |      |      |      |      |      |      |      |      |      |      |
| Second St. and McConnell Ave. |               |                 |      |      |      |      |      |      |      |      |      |      |
| <b>STREETLIGHTING</b>         |               |                 |      |      |      |      |      |      |      |      |      |      |
| Pole Replacement Program      |               |                 |      | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  |
| Pitt St.                      | Balmoral Ave. | Tollgate Rd.    | 100  |      |      |      |      |      |      |      |      |      |
| Montreal Rd./Conduits         | Alice St.     | Marlborough St. |      | 125  | 125  | 125  |      |      |      |      |      |      |
| <b>Total Capital</b>          |               |                 | 400  | 525  | 525  | 525  | 400  | 400  | 400  | 400  | 400  | 400  |

# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                                         | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES |                  | 2021 TAX BASE |
|---------------------------------------------------------------------|--------|-------------------|-----------------------|------------------|-----------|----------|------------------|---------------|
|                                                                     |        |                   |                       | GRANTS           | FINANCING | GAS TAX  | SPECIFIC RESERVE |               |
| <b>TRANSIT SERVICES</b>                                             |        |                   |                       |                  |           |          |                  |               |
| Conventional Buses<br>(Approved - rpt #2020-293-Financial Services) | C-43   | 1,276.00          | 1,226.20              | 899.17           | 327.03    |          |                  |               |
| Handi-Transit Bus<br>(Approved - rpt #2020-262-Financial Services)  | C-44   | 216.00            | 235.10                | 172.40           | 62.70     |          |                  |               |
| Electronic Fareboxes                                                | C-45   | 650.00            | 650.00                | 477.00           | 173.00    |          |                  |               |
| Bus Shelters & Accessibility Bus Stops                              | C-46   | 42.00             | 44.00                 | 31.50            |           |          | 12.50            |               |
| Conventional Bus Surveillance System                                | C-47   | 32.00             | 33.00                 | 24.00            |           |          | 9.00             |               |
| Wi-Fi Commander Software                                            | C-48   |                   | 50.00                 | 36.70            |           |          | 13.30            |               |
| Addition to Maintenance Garage                                      | C-49   |                   | 300.00                | 220.00           |           |          | 80.00            |               |
| Air Recovery Units                                                  |        | 80.00             |                       |                  |           |          |                  |               |
| <b>Transit Services Total</b>                                       |        | 2,296.00          | 2,538.30              | 1,860.77         | 562.73    | -        | 114.80           | -             |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES |                  | TAX BASE |
|-------------------------------|------------------|------------------|-----------|----------|------------------|----------|
|                               |                  | GRANTS           | FINANCING | GAS TAX  | SPECIFIC RESERVE |          |
| 2020 Council Approved Capital | 2,296.0          | 1,690.6          | 586.4     |          | 19.0             |          |
| 2019 Council Approved Capital | 1,590.0          | 1,065.0          | 525.0     |          |                  |          |
| 2018 Council Approved Capital | 835.0            | 283.0            | 502.0     |          |                  | 50.0     |



# Transit Services

**Project Name:** Conventional Buses

**Funding:** Investing in Canada Infrastructure Program (ICIP)  
\$ 899,170 Federal and Provincial Portion  
\$ 327,030 Financing  
\$1,226,200

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The purchase of two conventional buses was approved through report #2020-293-Financial Services on May 25, 2020. The 40-foot low floor conventional buses are part of the fleet replacement program. Buses are purchased through the Metrolinx program. New modern clean diesel buses help reduce carbon footprints in two ways: better fuel economy and reduction of individual vehicle use. All new conventional buses are fully accessible for persons with disabilities.



# Transit Services

**Project Name:** Handi-Transit Bus

**Funding:** Investing in Canada Infrastructure Program (ICIP)  
\$172,400 Federal and Provincial Portion  
\$ 62,700 Financing  
\$235,100

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The purchase of this handi-transit bus was approved through report #2020-262-Financial Services dated July 1, 2020. Transit proposes to purchase one low floor gasoline powered specialized bus in keeping with the Fleet replacement program. The bus will be purchased through the Metrolinx program. The bus is necessary to continuing transporting persons with disabilities. The bus has environmental advantages because it has flexible services uses: handi-transit, conventional and community bus routes.



# Transit Services

**Project Name:** Electronic Fareboxes

**Funding:** Investing in Canada Infrastructure Program (ICIP)

\$477,000 Federal and Provincial Portion

\$173,000 Financing

\$650,000

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Transit proposes to purchase 26 new electronic fareboxes, including all related hardware and software to collect fares and store passenger and payment data. This is year 2 of a 2-year plan, where \$650,000 was budgeted in 2020. The present fareboxes are approximately 25 years old and will be obsolete within 5 years.

New fareboxes will enhance rider experience by allowing all forms of fare payment including cash, smart/tap cards, web-based payment, credit cards, prepaid cards and other payment methods. The technology allows for future payment methods such as the use of cell phones. Less paper fare products (cash and transfers) and the use of passengers' personal mobility devices (cell phones and tablets) are considered environmentally friendly.





# Transit Services

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

**Funding:** Investing in Canada Infrastructure Program (ICIP)

\$31,500 Federal and Provincial Portion

\$12,500 Equipment Reserve

\$44,000

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This is year 2 of a 5-year plan to purchase and install bus shelters on concrete pads. The intention of the plan is to make as many bus stops accessible for persons with disabilities. Presently 58% of bus stops are considered accessible. The Accessibility for Ontarians with Disabilities Act (AODA) states that all bus stops must be accessible by the year 2025.



## Bus Stop at Smart Centre

This is an example of a bus stop that had a new bus shelter equipped with a solar panel. The solar panel provides power for lighting inside the bus shelter. A concrete pad which connects the bus stop to the sidewalk is also included in the plan.

# Transit Services

**Project Name:** Conventional Bus Surveillance System

**Funding:** Investing in Canada Infrastructure Program (ICIP)

\$24,000 Federal and Provincial Portion

\$ 9,000 Equipment Reserve

\$33,000

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This is year 3 of a 4-year plan to purchase and install up to five cameras on each conventional bus and four cameras on each handi-transit bus. Present cameras are failing to meet a high quality of reliability and a pilot project with new cameras has been very successful. Picture resolution and audio will be enhanced.

The project cost includes cameras, network video recorders and software for retrieving the data. This project is expected to be awarded to Seon/Safe Fleet through the Metrolinx Procurement Agreement.



# Transit Services

**Project Name:** Wi-Fi Commander Software

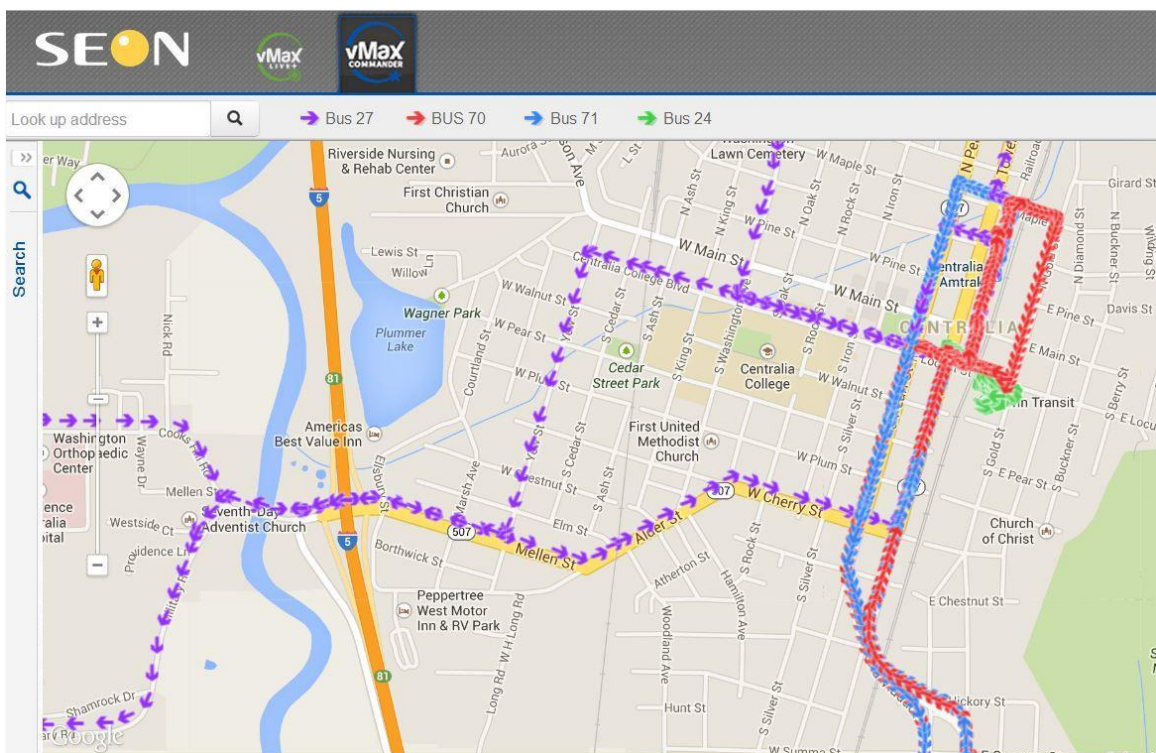
**Funding:** Investing in Canada Infrastructure Program (ICIP2)

\$36,700 Federal and Provincial Portion

\$13,300 Equipment Reserve

\$50,000

Supply and installation of 25 wireless bridges for 25 Conventional & Handi-Transit buses. This project includes 25 Commander software licenses and 1 Administrative license. The web-based wireless and automatic video management software monitors video systems, automatically downloads video alarms, allows to search video's by time and location and displays historical GPS tracks of fleet vehicles. Metrolinx contract pricing applies.





# Transit Services

**Project Name:** Addition to Maintenance Garage

**Funding:** Investing in Canada Infrastructure Program (ICIP2)

\$220,000 Federal and Provincial Portion

\$ 80,000 Equipment Reserve

\$300,000

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This project consists of the construction of a 30ft wide by 60ft long by 30ft high addition to the present building and is budgeted over 2 years. Transit has a vehicle storage area shortage. Transit also has an office space issue and a file/document storage area shortage.

In the short term, the recent addition of fire vehicle maintenance can be housed and repaired in the new addition. In the longer term, vehicles that are presently stored outside overnight will be accommodated inside. Parking and moving buses inside the present storage area of the garage is a logistics concern. Additional parking space will be required to accommodate the purchase of smaller buses to implement Microtransit to the City of Cornwall.

It is proposed that funding from the second intake of ICIP is an opportunity to add Transit infrastructure in a cost-effective manner.



## 2021 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2021 - 2030

| DESCRIPTION                                |              |              |              |              |              |              |              |              |              |              |
|--------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                            | 2021         | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | 2030         |
| <b>TRANSIT SERVICES</b>                    |              |              |              |              |              |              |              |              |              |              |
| Conventional Buses                         | 1,226        | 1,354        | 697          | 718          | 739          | 762          | 762          | 762          | 762          | 762          |
| Handi-Transit Buses                        | 235          | 230          | 236          | 244          | 251          | 259          | 259          | 259          | 259          | 259          |
| Electronic Fareboxes                       | 650          |              |              |              |              |              |              |              |              |              |
| Bus Shelters & Accessibility Bus Stops     | 44           | 44           | 45           | 45           | 46           |              |              |              |              |              |
| Conventional Bus Surveillance System       | 33           | 33           |              |              |              |              |              |              |              |              |
| Wi-Fi Commander Software                   | 50           |              |              |              |              |              |              |              |              |              |
| Addition to Maintenance Garage             | 300          | 300          |              |              |              |              |              |              |              |              |
| Roll Up Garage Doors                       |              | 100          |              |              |              |              |              |              |              |              |
| Security System                            |              | 75           |              |              |              |              |              |              |              |              |
| Natural Gas Compressor                     |              |              | 150          |              |              |              |              |              |              |              |
| Parking Lot                                |              |              |              | 60           |              |              |              |              |              |              |
| Sewer System                               |              |              |              |              | 100          |              |              |              |              |              |
| Transit Building heating/ Cooling System   |              |              | 50           |              |              |              |              |              |              |              |
| Roll Up Garage Doors                       |              | 100          |              |              |              |              |              |              |              |              |
| Concrete Slabs in Garage                   |              | 70           |              |              |              |              |              |              |              |              |
| Metal Siding- Maintenance & Storage Garage |              |              | 225          |              |              |              |              |              |              |              |
| Electric Service & Panels                  |              |              |              | 60           |              |              |              |              |              |              |
| Wall Finishes-Paint Wall Covering          |              | 60           |              |              |              |              |              |              |              |              |
| Heating/ cooling System                    |              |              | 50           |              |              |              |              |              |              |              |
| <b>Total Capital</b>                       | <b>2,538</b> | <b>2,366</b> | <b>1,453</b> | <b>1,127</b> | <b>1,136</b> | <b>1,021</b> | <b>1,021</b> | <b>1,021</b> | <b>1,021</b> | <b>1,021</b> |

# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                                        | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|--------------------------------------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                                                    |        |                   |                       | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>INFRASTRUCTURE PLANNING</b>                                     |        |                   |                       |                  |           |              |         |                  |               |
| <b>Road Network</b>                                                |        |                   |                       |                  |           |              |         |                  |               |
| Asphalt Resurfacing on Various City Streets                        | C-52   | 4,000.0           | 3,500.0               | 1,082.0          |           |              | 2,418.0 |                  |               |
| Asset Management Plan Update                                       |        | 50.0              |                       |                  |           |              |         |                  |               |
| <b>Transportation Capacity</b>                                     |        |                   |                       |                  |           |              |         |                  |               |
| Lemay St. Upgrades Phase 4 - McConnell Ave to Municipal Works Yard | C-53   | 2,500.0           | 1,500.0               |                  | 1,500.0   |              |         |                  |               |
| Marleau Avenue Reconstruction and Widening - Stage 2               | C-54   | 300.0             | 2,000.0               |                  | 1,255.0   | 745.0        |         |                  |               |
| CN Rail Property Acquisition – Second St. W. to Ninth St. W.       | C-55   |                   | 160.0                 |                  |           |              |         | 160.0            |               |
| Nick Kaneb Dr. Extension - Industrial Park to Tollgate Rd.         |        | 500.0             |                       |                  |           |              |         |                  |               |
| Update Subdivision Manual & Subdivision Agreement                  |        | 75.0              |                       |                  |           |              |         |                  |               |
| <b>Intersections</b>                                               |        |                   |                       |                  |           |              |         |                  |               |
| Centretown - Water St. & Montreal Rd Intersections                 | C-56   | 30.0              | 30.0                  |                  |           |              | 30.0    |                  |               |
| <b>Structures</b>                                                  |        |                   |                       |                  |           |              |         |                  |               |
| Culvert Replacement - Fly Creek at Marleau Ave                     | C-57   |                   | 450.0                 |                  |           |              | 450.0   |                  |               |
| Small Diameter Culvert Replacement                                 | C-58   | 100.0             | 100.0                 |                  |           |              | 100.0   |                  |               |
| Boundary Road at Grant's Corners Bridge Reconstruction             |        | 100.0             |                       |                  |           |              |         |                  |               |
| Culvert Replacement - Boals Drain at Benny Ave                     |        | 400.0             |                       |                  |           |              |         |                  |               |
| <b>Active Transportation (Sidewalk Infrastructure)</b>             | C-59   | 340.0             | 240.0                 | 240.0            |           |              |         |                  |               |
| Various Locations                                                  |        |                   |                       |                  |           |              |         |                  |               |
| <b>Active Transportation (Bicycle Infrastructure)</b>              | C-60   | 420.0             | 250.0                 | 250.0            |           |              |         |                  |               |
| Various Locations                                                  |        |                   |                       |                  |           |              |         |                  |               |
| <b>Infrastructure Planning Total</b>                               |        | 8,815.0           | 8,230.0               | 1,572.0          | 2,755.0   | 745.0        | 2,998.0 | 160.0            | 0.0           |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | TAX BASE |
|-------------------------------|------------------|------------------|-----------|--------------|---------|------------------|----------|
|                               |                  | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |          |
| 2020 Council Approved Capital | 8,815.0          | 3,590.0          | 600.0     | 131.5        | 4,070.0 | 293.5            | 130.0    |
| 2019 Council Approved Capital | 6,550.0          | 770.0            | 656.5     | 1,643.5      | 2,860.0 | 75.0             | 545.0    |
| 2018 Council Approved Capital | 7,948.8          | 2,416.3          | 1,529.0   |              | 3,049.8 | 600.0            | 353.7    |



# Infrastructure Planning

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

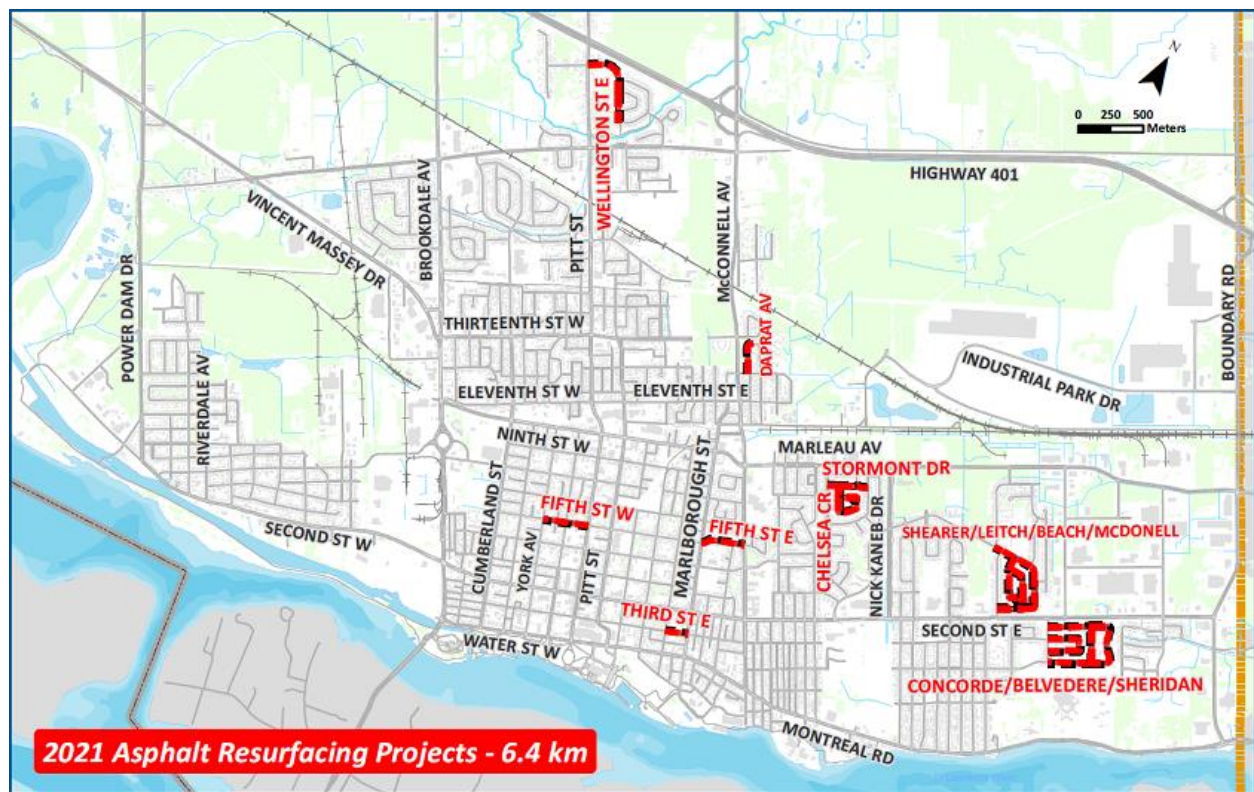
**Funding:** \$2,418,000 Federal Gas Tax  
\$1,082,000 OCIF Formula Component  
\$3,500,000

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

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

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

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



# Infrastructure Planning

**Project Name:** Lemay St. Upgrades – Phase 4 – McConnell Ave. to Municipal Works Yard

**Funding:** \$1,500,000 Financing

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

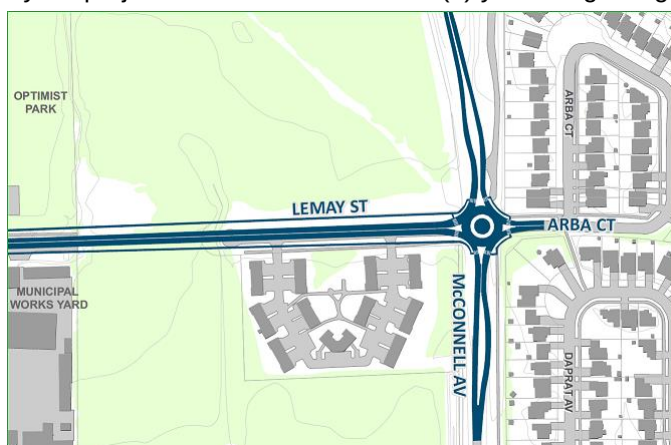
An Environmental Assessment (EA) to widen Lemay St., extend Lemay St. easterly to McConnell Ave., and improve the intersections of Lemay St. at both Sydney St. and McConnell Ave, was completed in September 2016. The preferred design selected involved a straight connection between the two sections of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

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

The reconstruction of Lemay St. from St. Michel Ave. to Sydney St. (Phase 1) was completed in 2017. Phase 2 was completed in 2018/2019, and included the construction of Lemay St. through the proposed road allowance from St. Michel Ave. to the east limits of the Municipal Works Yard. Phase 2 further accommodated the Municipal Works Yard redevelopment, in particular the Salt Storage Shed. Phase 3 is comprised of the reconstruction of Lemay St. from Aubin Ave. to Sydney St. which includes the proposed roundabout at the Lemay St./Sydney St./Reneal St./Thirteenth St. intersection. In the Spring of 2020, it was announced that the City's application for Phase 3 was successful in receiving Federal and Provincial funding for the project through the Investing in Canada Infrastructure Program (ICIP). Phase 3 of the Lemay St. project will begin construction in the Spring of 2021.

Phase 4 is comprised of the extension of Lemay St. from the East Limits of the Municipal Works Yard to McConnell Ave. which includes the proposed roundabout at the Lemay St./McConnell Ave. intersection. It is currently proposed to fund Phase 4 of the Lemay St. project over the course of two (2) years beginning in 2021. The construction of Phase 4 is tentatively scheduled to begin in 2022 following the completion of Phase 3.

The 2021 Capital Budget includes \$1.5M to fund Engineering Services, Geotechnical Investigations and the property acquisitions associated with Phase 4. Furthermore, the \$1.5M contribution to the project in 2021, would act as the municipal component of any applicable Federal/Provincial funding program should it become available. Phase 3 of the Lemay St. project was also funded over two years with the City receiving funding through the ICIP program in the second year.





# Infrastructure Planning

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

**Funding:** \$1,255,000 Financing  
\$ 745,000 Development Charges  
\$2,000,000

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

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

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

The EA proposed the following project staging for the project:

Stage 1 – Reconstruction from Marlborough St. to Alice St. (Completed in 2017)

Stage 2 – Reconstruction from Alice St. to Iroquois Dr.

Stage 3 – Reconstruction from Iroquois Dr. to Glenview Blvd.

Stage 2 was proposed as a three-year project which began in 2020. The project phasing is as follows:

Phase 1 – Engineering Detailed Design, Property Acquisitions, Utility Coordination – 2020 (Underway)

Phase 2 – Home Relocations (where possible) and Demolition (if necessary), Utility Relocation – 2021

Phase 3 – Marleau Ave. Reconstruction from Alice St. to Nick Kaneb Dr. - 2022

The \$2M included in the 2021 Budget would fund Phase 2 of Stage 2 which includes the following: 1) Home Relocations/Demolition; 2) Utility Relocations; 3) Approvals/Permits; 4) Property Acquisitions; and 5) Legal Fees. The Infrastructure Planning Department will complete the detailed design internally for the road reconstruction and underground infrastructure; however, a structural engineer and an architect is required to prepare the necessary home relocation and demolition plans for Phase 2. Currently, the City owns 11 of the 12 homes identified for acquisition to accommodate the widening. The City has entered into a Purchase and Sale Agreement for the last remaining home on Marleau Avenue which will close at the end of January 2021, which will allow the City to proceed with Phase 2 in 2021 as planned.



# Infrastructure Planning

**Project Name:** CN Rail Property Acquisition – Second St. W. to Ninth St. W.

**Funding:** \$160,000 Working Reserves

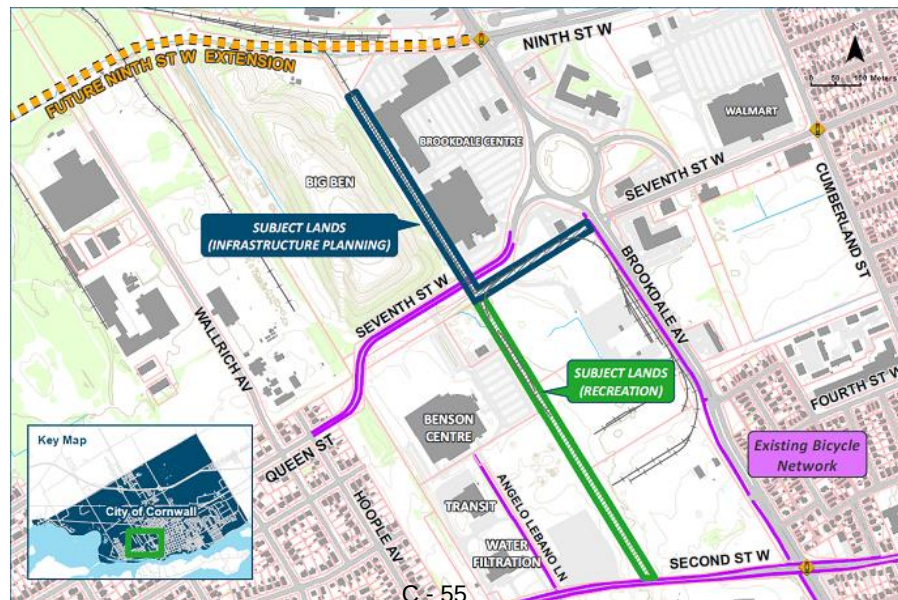
In 2020, the City was notified by the Canadian National Railway (CNR) Company that the former CNR spur line properties from Second St. W. to the future Ninth St. W. Extension corridor and from the east limits of the Benson Centre property to Brookdale Ave. south of Seventh St. W. had been declared surplus. Prior to offering the lands to other adjacent property owners, CNR offered to sell the lands to the City at \$30,000/acre provided that the City acquire the entire spur line as shown on the sketch below.

The acquisition of the portion of the spur line adjacent to the Benson Centre property from Second St. W. to Seventh St. W. is included in the 2021 Recreation Department Capital Budget. The acquisition of the portion of the spur line from Seventh St. W. to the future Ninth St. W. corridor and from the east limits of the Benson Centre property to Brookdale Ave. south of Seventh St. W. is included in 2021 Capital Budget for the Infrastructure Department.

The lands to be acquired by the Infrastructure Department could be utilized in the following manners:

- Once Ninth St. West Extension is completed in the future, the spur line property from Seventh St. West to the Ninth St. W. corridor could be used to construct a new roadway to provide additional connectivity to the Benson Centre particularly for traffic travelling eastbound on the future Ninth St. W. Extension;
- Additionally, the portion of the spur line south of Seventh St. W. to Brookdale Ave. could also be needed in the future for a realignment of Seventh St. W. to Brookdale Ave. which would align with the existing Seventh St. W. east of Brookdale Ave.;
- Any future roadway built on both the lands from Seventh St. W. to Ninth St. W. and south of Seventh St. W. to Brookdale Ave. would be constructed with bike lanes and/or a recreational bicycle path as per the City's Bicycle & Pedestrian Masterplan; and
- If it was determined in the future that the realignment of Seventh St. W. and/or the construction of a new roadway from Seventh St. W. to the future Ninth St. W. was not required, both properties would be used for new recreational paths connecting the existing recreational path on Brookdale Ave. to the Benson Centre as well as to the future Ninth St. W. Extension.

If the City opted to not acquire the lands, it is expected that the lands would be sold to adjacent private property owners who are expected to be interested in acquiring the lands as well. Should the City acquire the lands and determine in the future that the lands were no longer required for municipal purposes, the City would be able to sell the lands to adjacent property owners. Prior to acquiring the lands, the City will complete an environmental investigation in order to determine if there is any contamination on site.





# Infrastructure Planning

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

**Funding:** \$30,000 Gas Tax

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

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

Inclusion of this project in the 2021 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 2021, the City will continue to contribute to this account in order to fund future crosswalks along the Water St./Montreal Rd. corridor.



Water St. & Pitt St.



Water St. & Sydney St.



Water St. & Marlborough St.

# Infrastructure Planning

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

**Funding:** \$450,000 Gas Tax

The bi-annual structure inspections are undertaken to evaluate the condition of bridges, large culverts, and retaining walls. The Fly Creek Drain at Marleau Avenue culvert, identified as Structure B14 in the 2019 Ontario Structure Inspection Manual (OSIM) report, consists of a 3.7m x 2.3m Corrugated Steel Pipe (CSP) Arch culvert which was installed in 1980. The 2019 OSIM inspections identified that the structure has reached the end of its lifespan and requires replacement due to corrosion, separation in the seams and perforations in the barrel. This project will be funded over two years with construction beginning in 2022.

The Fly Creek Drain at Marleau Avenue Culvert Replacement project includes: the removal of the existing CSP Arch culvert, installation of a suitably sized Polymer Coated CSP culvert or concrete box culvert (to be confirmed through the detailed design process), the restoration of the embankments, the reinstatement of the roadway, and the installation of an approved guiderail system.





# Infrastructure Planning

**Project Name:** Small Diameter Culvert Replacement

**Funding:** \$100,000 Gas Tax

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

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

The small diameter culvert replacement priorities are as follows:

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



# Infrastructure Planning

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

**Funding:** \$240,000 Resilience Infrastructure Funding

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 sidewalk construction project is proposed for 2021:

- **New Sidewalk** – Eleventh St. East from Sydney St. to Ontario St. (\$240K)



The City has submitted an application for funding for this project through the Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream. The federal government has indicated that investments under this stream are to support public infrastructure, defined as tangible capital assets, primarily for public use and/or benefit. The federal government will be responsible for 80% of project costs and the provincial government for the remaining 20%. Municipalities will not be required to cost-share under this stream. This Program requires that projects are completed and ready for use by December 31, 2021.

# Infrastructure Planning

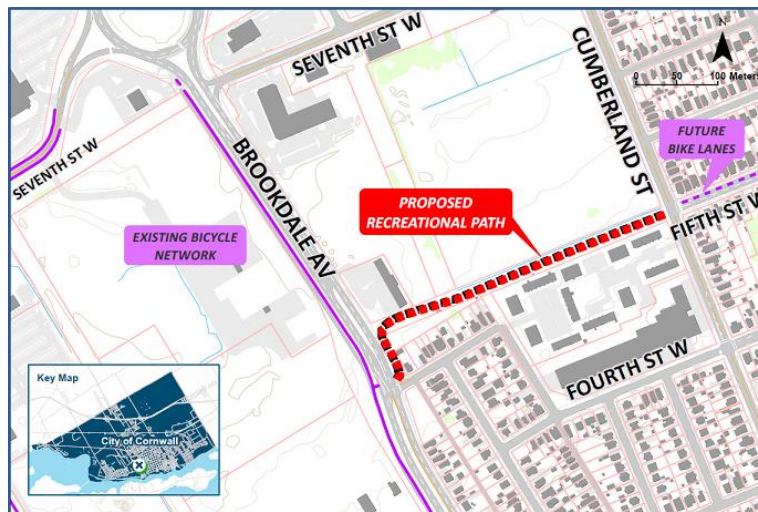
**Project Name:** Active Transportation – Bicycle Infrastructure

**Funding:** \$250,000 Resilience Infrastructure Funding

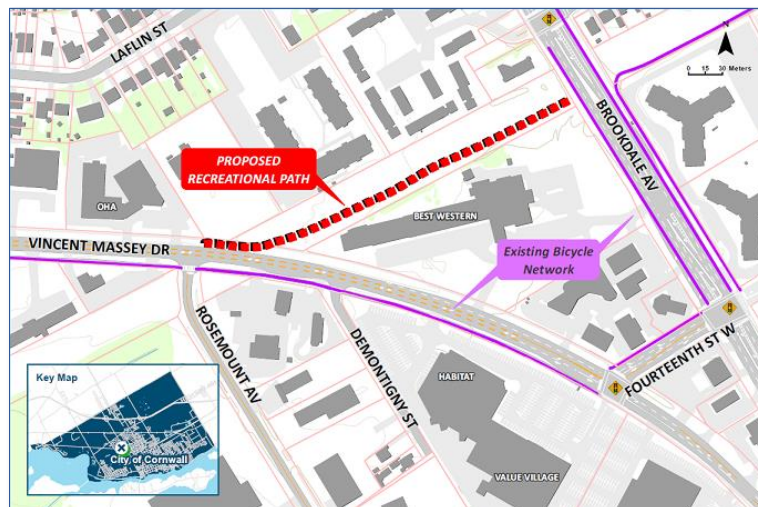
The Bicycle and Pedestrian Master Plan completed by IBI and the City in 2010 recommended an annual investment in Active Transportation projects, such as Bicycle and Pedestrian related infrastructure. Stakeholders such as Transitions Cornwall + and the active lifestyle groups have supported the implementation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

The following Bicycle Infrastructure projects are proposed for 2021:

- **New Recreational Path** – Fifth St. W. Extension from Cumberland St. to Brookdale Ave. (\$135K)



- **New Recreational Path** – Between Vincent Massey Dr. and Brookdale Ave. (\$115K)



The City has submitted an application for funding for these projects through the Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream. The federal government has indicated that investments under this stream are to support public infrastructure, defined as tangible capital assets, primarily for public use and/or benefit. The federal government will be responsible for 80% of project costs and the provincial government for the remaining 20%. Municipalities will not be required to cost-share under this stream. This Program requires that projects are completed and ready for use by December 31, 2021.



# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

### ROADWAYS AND STRUCTURES

| LOCATION                                                             | FROM              | TO           | 2021  | 2022   | 2023   | 2024   | 2025   | 2026  | 2027   | 2028   | 2029   | 2030   |
|----------------------------------------------------------------------|-------------------|--------------|-------|--------|--------|--------|--------|-------|--------|--------|--------|--------|
| <b>ROAD NETWORK</b>                                                  |                   |              |       |        |        |        |        |       |        |        |        |        |
| 1 Asphalt Resurfacing                                                | Various Locations |              | 3,500 | 3,750  | 3,825  | 3,825  | 3,900  | 3,975 | 4,050  | 4,050  | 4,125  | 4,200  |
| 2 Marlborough                                                        | Ninth             | Eleventh St. |       | 1,500  |        |        |        |       |        |        |        |        |
| 3 Transportation Master Plan                                         |                   |              |       | 300    |        |        |        |       |        |        |        |        |
| 4 Bicycle and Pedestrian Master Plan                                 |                   |              |       |        |        |        |        | 150   |        |        |        |        |
| <b>TRANSPORTATION CAPACITY</b>                                       |                   |              |       |        |        |        |        |       |        |        |        |        |
| 1 Marleau Ave/Ninth St. Upgrade - Stg 2                              | Alice             | Nick Kaneb   | 2,000 | 5,000  |        |        |        |       |        |        |        |        |
| 2 Marleau Ave/Ninth St. Upgrade - Stg 3                              | Nick Kaneb        | Campbell     |       |        |        | 2,500  | 2,500  |       |        |        |        |        |
| 3 Nick Kaneb Dr Extension                                            | Industrial Park   | Tollgate     |       | 10,000 |        |        |        |       |        |        |        |        |
| 4 Tollgate Rd East                                                   | Nick Kaneb        | East Limits  |       |        | 5,000  |        |        |       |        |        |        |        |
| 5 Lemay St. Upgrades & Extension - Stg 3                             | Aubin             | Sydney       |       |        |        |        |        |       |        |        |        |        |
| 6 Lemay St. Upgrades & Extension - Stg 4                             | East Limit        | McConnell    | 1,500 | 3,000  |        |        |        |       |        |        |        |        |
| 7 Brookdale Ave/CN - Connect. Link EA                                | Tollgate          | Cnwl Ctr     |       |        |        | 200    |        |       |        | 5,000  | 5,000  | 10,000 |
| 8 Pitt St. Widening & Env. Assessment                                | Thirteenth        | Tollgate     |       |        |        |        |        |       |        |        |        |        |
| 9 Brookdale Seventh St. to 14th St. - EA                             | Seventh           | Fourteenth   |       |        | 3,000  | 4,000  |        |       |        |        |        |        |
| 10 CN Rail Property Acquisition                                      | Second            | Ninth        | 160   |        |        |        |        |       |        |        |        |        |
| <b>INTERSECTIONS</b>                                                 |                   |              |       |        |        |        |        |       |        |        |        |        |
| 1 Centretown - Water St./Montreal Rd Intersections                   |                   |              | 30    | 30     | 30     | 30     | 30     | 30    | 30     | 30     | 30     | 30     |
| <b>STRUCTURES</b>                                                    |                   |              |       |        |        |        |        |       |        |        |        |        |
| 1 Boundary Road at Grant's Corners Bridge Rehabilitation             |                   |              |       |        | 1,000  |        |        |       |        |        |        |        |
| 2 Boundary / CNR - EA / Land for Overpass / Construction             |                   |              |       | 300    | 2,400  | 2,400  | 2,400  |       |        |        |        |        |
| 3 Fly Creek at Marleau Avenue (B14)                                  |                   |              | 450   | 400    |        |        |        |       |        |        |        |        |
| 4 Fly Creek at Education Road (B17)                                  |                   |              |       | 400    |        |        |        |       |        |        |        |        |
| 5 Lock 19 (Mid Segment) (B22)                                        |                   |              |       |        | 500    |        |        |       |        |        |        |        |
| 6 Small Diameter Culvert Replacement                                 |                   |              | 100   | 100    | 100    | 100    | 100    | 100   | 100    | 100    | 100    | 100    |
| 7 Structure Rehab                                                    |                   |              |       |        |        | 500    | 600    | 600   | 600    | 650    | 650    | 700    |
| <b>ACTIVE TRANSPORTATION (Bicycle &amp; Sidewalk Infrastructure)</b> |                   |              |       |        |        |        |        |       |        |        |        |        |
| 1 Sidewalk Infrastructure ( <i>SEE APPENDIX "A" FOR LIST</i> )       |                   |              | 240   | 460    | 360    | 360    | 360    | 380   | 380    | 380    | 380    | 400    |
| 2 Bicycle Infrastructure ( <i>SEE APPENDIX "B" FOR LIST</i> )        |                   |              | 250   | 530    | 450    | 450    | 450    | 475   | 475    | 500    | 500    | 500    |
| <b>Total Capital</b>                                                 |                   |              | 8,230 | 25,770 | 16,665 | 14,365 | 10,340 | 5,710 | 10,635 | 10,710 | 10,785 | 15,930 |

# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

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

| LOCATION                  | SIDE | FROM              | TO                 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------------|------|-------------------|--------------------|------|------|------|------|------|------|------|------|------|------|
|                           |      |                   |                    |      |      |      |      |      |      |      |      |      |      |
| 1 Eleventh St.            | N    | Ontario St.       | Sydney St.         | 240  |      |      |      |      |      |      |      |      |      |
| 2 Leitch                  | S    | Fraser            | McMartin           |      | 100  |      |      |      |      |      |      |      |      |
| 3 Joyce St.               | S/W  | Surgenor          | Boyd               |      | 120  |      |      |      |      |      |      |      |      |
| 4 Joyce St.               | W    | Boyd              | Dover Rd.          |      | 120  |      |      |      |      |      |      |      |      |
| 5 Joyce St.               | S    | Pescod            | Surgenor           |      | 120  |      |      |      |      |      |      |      |      |
| 6 Queen St.               | N    | Dover Rd          | Westmooreland Ave  |      |      | 360  |      |      |      |      |      |      |      |
| 7 Queen St.               | N    | Westmooreland Ave | Second Street West |      |      |      | 360  |      |      |      |      |      |      |
| 8 Joyce St.               | N    | Riverdale Ave.    | Pescod             |      |      |      |      | 120  |      |      |      |      |      |
| 9 Hoople St.              |      | Leonard           | Queen              |      |      |      |      | 120  |      |      |      |      |      |
| 10 Tenth St.              | N    | Sydney            | Adolphus           |      |      |      |      | 120  |      |      |      |      |      |
| 11 Ross Ave.              | N    | Cornwall Centre   | McKenzie           |      |      |      |      |      | 140  |      |      |      |      |
| 12 McKenzie St.           |      | Ross              | Pitt St.           |      |      |      |      |      | 60   |      |      |      |      |
| 13 Meadowvale Cres.       | N    | Cline             | Brookdale          |      |      |      |      |      | 100  |      |      |      |      |
| 14 Cobble Hill            | N    | Brookdale         | Meadowvale         |      |      |      |      |      | 80   |      |      |      |      |
| 15 Cline Ave.             |      | Meadowvale        | Cumberland         |      |      |      |      |      |      | 100  |      |      |      |
| 16 Balmoral / Station Rd. | N    | Pitt              | CNR Station        |      |      |      |      |      |      | 150  |      |      |      |
| 17 Adolphus St.           |      | Tenth             | Eleventh           |      |      |      |      |      |      | 130  |      |      |      |
| 18 Race St.               | N    | Water             | Marlborough        |      |      |      |      |      |      |      | 180  |      |      |
| 19 Third St.              | S    | Sydney            | Amelia             |      |      |      |      |      |      |      | 100  |      |      |
| 20 TBD Masterplan         |      |                   |                    |      |      |      |      |      |      |      | 100  | 380  | 400  |
| SIDEWALKS SUBTOTAL        |      |                   |                    | 240  | 460  | 360  | 360  | 360  | 380  | 380  | 380  | 380  | 400  |

APPENDIX "A"

# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

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

| LOCATION                        | FROM                | TO                    | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------------------|---------------------|-----------------------|------|------|------|------|------|------|------|------|------|------|
|                                 |                     |                       |      |      |      |      |      |      |      |      |      |      |
| 1 Fifth St.                     | Cumberland St.      | Brookdale Ave.        | 135  |      |      |      |      |      |      |      |      |      |
| 2 Cedar Rapids Corridor         | Vincent Massey Dr.  | Brookdale Ave.        | 115  |      |      |      |      |      |      |      |      |      |
| 3 Off Road Path                 | Anderson Dr.        | McDonnell Cres.       |      | 55   |      |      |      |      |      |      |      |      |
| 4 Off Road Path                 | Beach Ave.          | Leitch Dr.            |      | 55   |      |      |      |      |      |      |      |      |
| 5 Tollgate Rd.                  | Vincent Massey Dr.  | Power Dam Dr.         |      | 100  |      |      |      |      |      |      |      |      |
| 6 McConnell Ave.                | Hwy 401             | South Branch Rd.      |      | 320  |      |      |      |      |      |      |      |      |
| 7 Cornwall Centre Rd.           | Brookdale Ave.      | Hwy 138               |      |      | 200  |      |      |      |      |      |      |      |
| 8 Race St.                      | Water St.           | Marlborough St.       |      |      | 125  |      |      |      |      |      |      |      |
| 9 Vincent Massey Dr.            | Fourteenth St.      | Brookdale Ave.        |      |      | 125  |      |      |      |      |      |      |      |
| 10 Vincent Massey Dr.           | City Limits         | Cornwall Centre Rd.   |      |      |      | 450  |      |      |      |      |      |      |
| 11 Vincent Massey Dr.           | Cornwall Centre Rd. | Power Dam Dr.         |      |      |      |      | 110  |      |      |      |      |      |
| 12 South Branch Rd.             | Pitt St.            | McConnell Ave.        |      |      |      |      | 180  |      |      |      |      |      |
| 13 Power Dam Dr.                | Tollgate Rd.        | Vincent Massey Dr.    |      |      |      |      | 80   |      |      |      |      |      |
| 14 Power Dam Dr.                | Tollgate Rd.        | Bicycle Path Crossing |      |      |      |      | 80   |      |      |      |      |      |
| 15 South Branch Rd.             | McConnell Ave.      | City Limits           |      |      |      |      |      | 475  |      |      |      |      |
| 16 TBD Master Plan              |                     |                       |      |      |      |      |      |      | 475  | 500  | 500  | 500  |
| BICYCLE INFRASTRUCTURE SUBTOTAL |                     |                       | 250  | 530  | 450  | 450  | 450  | 475  | 475  | 500  | 500  | 500  |

APPENDIX "B"



# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                           | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|-------------------------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                                       |        |                   |                       | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>WASTE MANAGEMENT</b>                               |        |                   |                       |                  |           |              |         |                  |               |
| Landfill Leachate and Gas Collection Systems Upgrades | C-65   | 40.0              | 250.0                 |                  |           |              |         | 250.0            |               |
| Landfill Site Repaving Project                        | C-66   |                   | 50.0                  |                  |           |              |         | 50.0             |               |
| Landfill Expansion / Alternative Disposal ECA         | C-67   | 100.0             | 100.0                 |                  |           |              |         | 100.0            |               |
| Landfill Site - Service Area Infrastructure Upgrades  |        | 40.0              |                       |                  |           |              |         |                  |               |
| Diversion Facilities - Recycling Centre Upgrades      |        | 30.0              |                       |                  |           |              |         |                  |               |
| Old Landfill Flaring Facility Decommissioning         |        | 90.0              |                       |                  |           |              |         |                  |               |
| <b>Waste Management Total</b>                         |        | 300.0             | 400.0                 | -                | -         | -            | -       | 400.0            | -             |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

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

# Waste Management

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

**Funding:** \$250,000 Waste Management Reserve

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

As the landfill site continues to be filled with waste, the gas well field must also be expanded in order to capture the gas. Based on volumetric surveying it is anticipated that the next phase of the well field expansion will be in 2021.

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



# Waste Management

**Project Name:** Landfill Site Repaving Project

**Funding:** \$50,000 Waste Management Reserve

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There is an average of 28,000 visits made by the public to the landfill site each year. The public service area, created in 1968 acts as a transfer station within the landfill, which allows the public to properly sort their waste materials into garbage, recycling, scrap metal, tires, chlorofluorocarbon (CFC) appliances, hazardous waste, and electronics. The public service area includes a weigh scale which uses Geoware software to identify vehicles, weigh them, and assign them to a specific waste class to properly charge inbound site users. This system is essential in gathering data for the Landfill Sites Annual Report as required each year by the Ministry of Environment, Conservation, and Parks under the Environmental Compliance Approval for the site.

To improve public accessibility of the Landfill Site, mitigate potential health and safety concerns, as well as alleviate drop-off space concerns, the Landfill Site will undergo paving on the access roads as well as the public service area. Paving at the public service area will allow for the pad to be extended which will allow more efficient organization of the drop-off bins and allow addition of new diversion bins. This will serve to increase the diversion rate for resident-delivered waste and makes more efficient use of the current public service area space.



# Waste Management

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

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

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The City of Cornwall's Landfill Site is estimated to be at capacity in as little as 10 years (closure by 2030). The Landfill Expansion and Alternative Disposal ECA project funding will fund studies and applications to the Provincial Government that will result in either expansion of the current landfill or in determining alternative ways to manage waste once the landfill reaches capacity. This project is essential to the health and safety of the community as it ensures the continuity of a reliable means of waste disposal and management.

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

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



## 2021 TEN YEAR CAPITAL FORECAST

### CAPITAL FORECAST FOR THE YEARS 2021 - 2030

#### WASTE MANAGEMENT SERVICES

| DESCRIPTION                                           | 2021       | 2022       | 2023       | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | 2030       |
|-------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Landfill Expansion / Alternate Disposal ECA           | 100        | 100        | 100        | 100        | 100        | 100        | 100        | 100        | 100        | 100        |
| Landfill Leachate and Gas Collection Systems Upgrades | 250        | 40         | 300        | 40         | 300        | 40         | 300        | 40         | 250        | 40         |
| Landfill Site - Service Area Infrastructure Upgrades  |            |            |            | 50         | 60         | 50         | 40         | 30         | 30         | 30         |
| Diversion Facilities - Recycling Centre Upgrades      |            |            | 50         | 50         |            | 50         |            | 100        | 100        | 100        |
| Old Landfill Flaring Facility Decommissioning         |            |            |            |            |            |            |            |            |            |            |
| Inbound scale replacement                             |            | 100        |            |            |            |            |            |            |            |            |
| Source Separated Organics (SSO) Program               |            | 200        | 200        | 200        |            |            |            |            |            |            |
| Maintenance Building Repairs                          |            | 80         |            |            |            |            |            |            |            | 40         |
| Landfill Site Repaving Project                        | 50         | 30         |            |            |            |            |            |            |            |            |
| <b>Total Capital</b>                                  | <b>400</b> | <b>550</b> | <b>650</b> | <b>440</b> | <b>460</b> | <b>240</b> | <b>440</b> | <b>270</b> | <b>480</b> | <b>310</b> |

# 2021 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT  
FOR THE YEAR 2021

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

| DESCRIPTION                                                                           | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|---------------------------------------------------------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                                                                       |        |                   |                       | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>RECREATION PROGRAMMING AND WATERFRONT</b><br>Implementation of the Waterfront Plan | C-70   | 200.0             | 55.0                  |                  |           |              |         |                  | 55.0          |
| <b>Recreation Programming and Waterfront Total</b>                                    |        | 200.0             | 55.0                  | -                | -         | -            | -       | -                | 55.0          |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

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



# Recreation Programming

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

**Funding:** \$55,000 Tax Base

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## **Parks Safety Audit** (\$15,000)

The Waterfront Plan recommends that a safety audit be conducted for various City parks to identify necessary enhancements to improve overall park safety and security. Findings may also provide some direction regarding the recommended signage and wayfinding strategy.

Key considerations include:

- Design with principles of Crime Prevention Through Environmental Design (CPTED)
- Work with Cornwall Police Service to identify problematic areas
- Work with park staff to identify problem areas for vandalism.

## **Park Promotion (Guindon)** (\$40,000)

Develop a marketing campaign for Guindon Park to encourage greater use by local residents and tourists. As identified during the Waterfront Plan community engagement process, there appears to be a lack of awareness or understanding of the full extent of features and amenities the park has to offer.

The promotional campaign should include:

- More of a presence on the City's website to encourage recreation and tourism
- Branding and marketing campaign that reaches out to different markets to promote the natural and recreational amenities Guindon Park has to offer
- Opportunities to grow with the park as new recreational opportunities are offered • Work with park stakeholders to develop strategy and keep it current.



## 2021 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST  
FOR THE YEARS 2020 - 2029

| DESCRIPTION                                         | EXPENDITURE |      |      |      |      |       |       |       |      |      |
|-----------------------------------------------------|-------------|------|------|------|------|-------|-------|-------|------|------|
|                                                     | 2021        | 2022 | 2023 | 2024 | 2025 | 2026  | 2027  | 2028  | 2029 | 2030 |
| Recreation Programming and Waterfront               |             |      |      |      |      |       |       |       |      |      |
| Waterfront<br>Implementation of the Waterfront Plan | 55          | 240  | 990  | 790  | 460  | 1,140 | 2,100 | 2,245 | 940  | 880  |
| Total Capital                                       | 55          | 240  | 990  | 790  | 460  | 1,140 | 2,100 | 2,245 | 940  | 880  |

# 2021 CAPITAL SUBMISSION

## CAPITAL BY BUSINESS UNIT FOR THE YEAR 2021

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

| DESCRIPTION                                                               | Page # | 2020 GROSS BUDGET | 2021 GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | 2021 TAX BASE |
|---------------------------------------------------------------------------|--------|-------------------|-----------------------|------------------|-----------|--------------|---------|------------------|---------------|
|                                                                           |        |                   |                       | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |               |
| <b>CITY FACILITIES</b>                                                    |        |                   |                       |                  |           |              |         |                  |               |
| <b>Recreation Facilities</b>                                              |        |                   |                       |                  |           |              |         |                  |               |
| Civic Complex                                                             |        |                   |                       |                  |           |              |         |                  |               |
| Refrigeration Plant Condenser                                             | C-73   |                   | 250.0                 |                  |           |              |         | 250.0            |               |
| Front Entrance and Patio Design                                           | C-74   |                   | 75.0                  |                  |           |              |         | 75.0             |               |
| Salon Lighting and Lower Level Concourse Lighting and Ceiling Replacement | C-75   |                   | 125.0                 |                  |           |              |         | 125.0            |               |
| Arena Sound System                                                        | C-76   |                   | 80.0                  | 80.0             |           |              |         |                  |               |
| Compressor and Electrical Panels                                          |        | 115.0             |                       |                  |           |              |         |                  |               |
| Building Improvements                                                     |        | 40.0              |                       |                  |           |              |         |                  |               |
| Arena Spectator Seat Replacement                                          |        | 250.0             |                       |                  |           |              |         |                  |               |
| Parking Lot Lighting Replacement                                          |        | 200.0             |                       |                  |           |              |         |                  |               |
| <b>Benson Centre</b>                                                      |        |                   |                       |                  |           |              |         |                  |               |
| Downspout Repairs                                                         | C-77   |                   | 75.0                  |                  |           |              |         | 75.0             |               |
| Site Works, Outdoor Furniture and Fencing                                 | C-78   |                   | 50.0                  |                  |           |              |         | 50.0             |               |
| CN Rail Property Acquisition                                              | C-79   |                   | 140.0                 |                  |           |              |         | 140.0            |               |
| Laser Ice Leveller                                                        | C-80   | 60.0              | 60.0                  |                  |           |              |         | 60.0             |               |
| Benson Centre Outdoor Playstructure                                       |        | 100.0             |                       |                  |           |              |         |                  |               |
| <b>Outdoor Facilities</b>                                                 |        |                   |                       |                  |           |              |         |                  |               |
| Upgrade Outdoor Pool Filter System                                        | C-81   |                   | 30.0                  |                  |           |              |         |                  | 30.0          |
| Outdoor Bleacher Replacement                                              | C-82   | 40.0              | 40.0                  | 40.0             |           |              |         |                  |               |
| Outdoor Tennis Court Lighting Replacement and Court Resurfacing           |        | 110.0             |                       |                  |           |              |         |                  |               |
| Big Ben Snow Making Equipment                                             |        | 75.0              |                       |                  |           |              |         |                  |               |
| Marina 200 Above Ground Fuel Tanks                                        |        | 125.0             |                       |                  |           |              |         |                  |               |
| Outdoor Pool Basin Structural Review                                      |        | 60.0              |                       |                  |           |              |         |                  |               |
| <b>Parks / Playgrounds</b>                                                |        |                   |                       |                  |           |              |         |                  |               |
| Parks and Building Repairs                                                | C-83   |                   | 96.5                  |                  |           |              |         |                  | 96.5          |
| Guindon Park Road Improvements                                            | C-84   |                   | 25.0                  |                  |           |              |         |                  | 25.0          |
| Subdivision Park Designs                                                  | C-85   |                   | 100.0                 |                  |           |              |         | 100.0            |               |
| Croquet Club Demolition and Site Restoration                              | C-86   |                   | 40.0                  |                  |           |              |         |                  | 40.0          |
| Bicycle Path Repairs                                                      | C-87   | 50.0              | 50.0                  |                  |           |              | 50.0    |                  |               |
| Lamoureux Park Washroom Upgrades                                          | C-88   |                   | 75.0                  |                  |           |              | 75.0    |                  |               |
| Lamoureux Park Lighting Upgrades                                          | C-89   |                   | 375.0                 |                  |           |              | 375.0   |                  |               |
| Outdoor Park Furniture                                                    | C-90   |                   | 75.0                  | 75.0             |           |              |         |                  |               |
| Playground Structure Replacement                                          |        | 120.0             |                       |                  |           |              |         |                  |               |
| <b>Municipal Facilities</b>                                               |        |                   |                       |                  |           |              |         |                  |               |
| Justice Building Emergency Standby Generator                              | C-91   |                   | 250.0                 |                  |           |              |         | 250.0            |               |
| Justice Building Cladding                                                 | C-92   |                   | 600.0                 |                  |           |              |         | 600.0            |               |
| Articulating Boom Lift                                                    | C-93   |                   | 60.0                  |                  |           |              |         | 60.0             |               |
| Justice Building HVAC Replacement                                         |        | 1,050.0           |                       |                  |           |              |         |                  |               |
| Arts and Culture Centre Renovations                                       |        | 6,000.0           |                       |                  |           |              |         |                  |               |
| Renovations at Various Municipal Buildings                                |        | 43.0              |                       |                  |           |              |         |                  |               |
| <b>City Facilities Total</b>                                              |        | 8,438.0           | 2,671.5               | 195.0            | -         | -            | 500.0   | 1,785.0          | 191.5         |

## COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

| DESCRIPTION                   | GROSS SUBMISSION | EXTERNAL FUNDING |           | RESERVES     |         |                  | TAX BASE |
|-------------------------------|------------------|------------------|-----------|--------------|---------|------------------|----------|
|                               |                  | GRANTS           | FINANCING | DEV. CHARGES | GAS TAX | SPECIFIC RESERVE |          |
| 2020 Council Approved Capital | 8,438.0          | 1,000.0          | 6,050.0   |              | 550.0   | 511.5            | 326.5    |
| 2019 Council Approved Capital | 3,344.0          |                  | 2,350.0   |              | 50.0    | 490.0            | 454.0    |
| 2018 Council Approved Capital | 932.0            |                  | 230.0     |              | 50.0    | 310.0            | 342.0    |

# City Facilities

**Project Name:** Cornwall Civic Complex – Refrigeration Plant Condenser

**Funding:** \$250,000 Recreation Facilities and Equipment Reserve

---

This project is for the replacement of the refrigeration plant condenser at the Cornwall Civic Complex.

Currently, ammonia is pumped from inside the ice plant room, through the building for approximately 100 feet, exits the building and rises to the exterior mounted refrigeration plant condenser. This project will not only replace the condenser, which has exceeded its useful life, but will also install a plate heat exchanger in the plant room, allowing only the glycol to travel from the plant room to the condenser rather than ammonia. The result will be eliminating approximately 90% of the total ammonia charge in the entire refrigeration system.

Ammonia is still to this day, one of the best refrigerants available as it has the best heat transfer, is very cost efficient and does not have any known effects to the environment unlike other modern refrigerants. The downside to ammonia is that it can be a very dangerous product in the event of a leak. An accident at an arena in Fernie, British Columbia resulted in the deaths of three workers as a result of an ammonia leak. This project would address these concerns by not only drastically reducing the amount of ammonia used in our facility, but will also contain the ammonia to the ice plant room only, similar to the Benson Centre.





# City Facilities

**Project Name:** Cornwall Civic Complex – Front Entrance and Patio Design

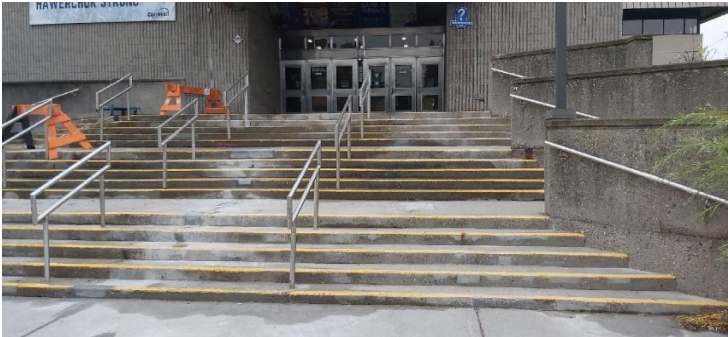
**Funding:** \$75,000 Recreation Facilities and Equipment Reserve

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The front steps of the Cornwall Civic Complex are in need of replacement. A number of steps are sloped in the wrong direction, causing water to freeze and creating slip hazards. As a result, ice melting salt is heavily applied, and the salt is severely deteriorating the concrete. The reinforcing rebars in the concrete have been found to be corroded to the point where they are no longer structurally sound; they have outlasted their expected lifespan.

The grading of the patio area outside Salon B to the west of the Civic Complex is such that water pools on the patio. In the Spring, it is not uncommon to have 1.5 feet of water on the patio with it coming within inches of entering the building.

This project is for the design work for a future project to improve the front and west sides of the building to make the building more inviting and more easily accessible. There will also be a large reduction of maintenance costs (snow clearing and ice melting application operations) and a reduction of salt usage will lessen the environmental impact and damage to the area. A low maintenance, barrier free option is planned.





# City Facilities

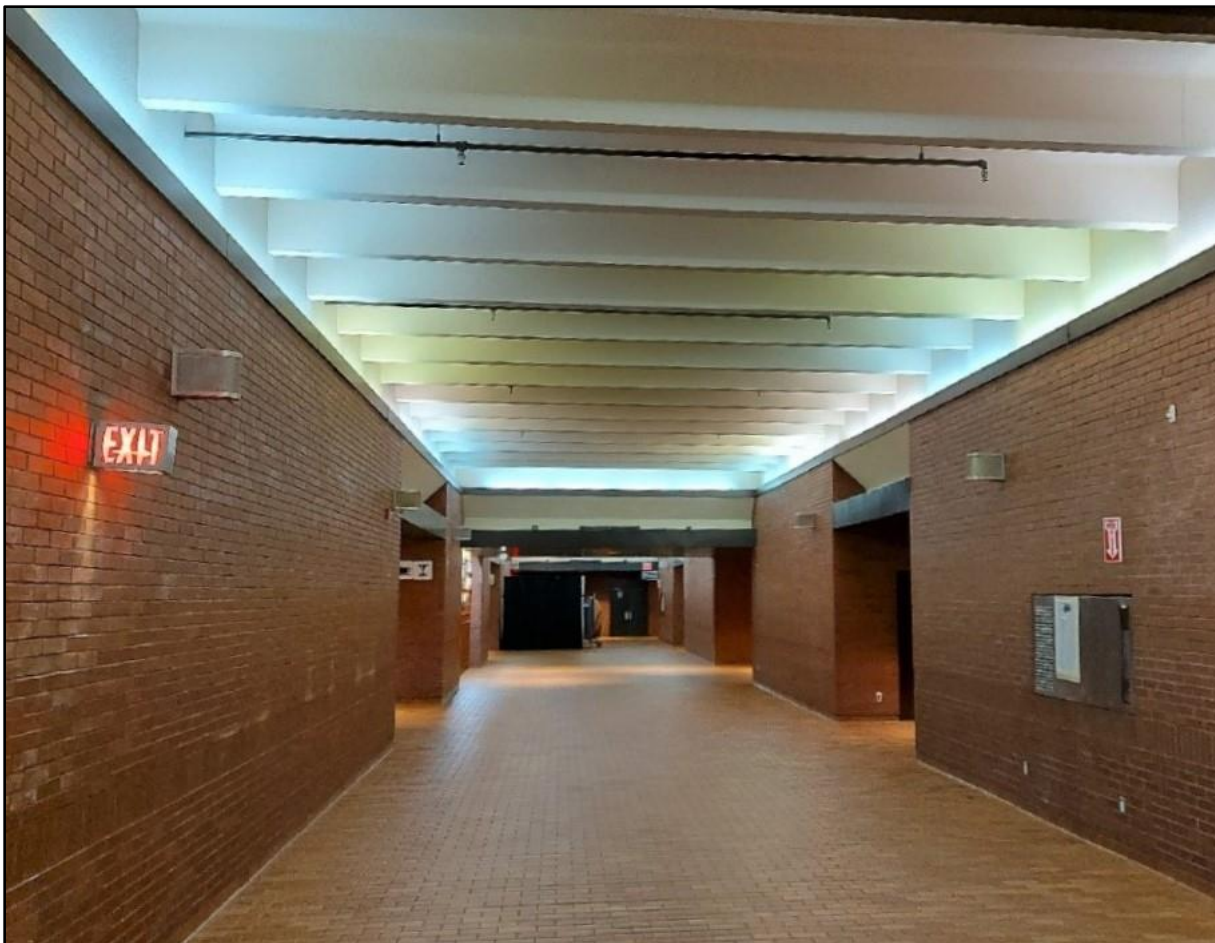
**Project Name:** Cornwall Civic Complex – Salon Lighting and Lower Concourse Lighting and Ceiling Replacement

**Funding:** \$125,000 Recreation Facilities and Equipment Reserve

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This project is for the replacement of the lighting in the salons as well as the lighting and ceiling in the lower concourse area of the Cornwall Civic Complex.

The lights and ceiling are aged and need to be replaced/redesigned in order to make the area more inviting to visitors and will aid in increasing the number of event rentals for the salons for events such as weddings and conferences. This upgrade will not only make the space more modern and elegant, it will also be more efficient as it would draw less power with more options to clients in terms of light levels, depending on the event being held.





# City Facilities

**Project Name:** Cornwall Civic Complex – Arena Sound System

**Funding:** \$80,000 Resilience Infrastructure Funding

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This project is for the replacement of the sound system in the Ed Lumley Arena portion of the Cornwall Civic Complex.

The sound system components are original to the building and need to be upgraded. With the new LED lighting, clock and the new cushion seating, the upgraded sound system will provide a better entertainment experience for the patrons of the Ed Lumley Arena.

The City has submitted an application for funding for this project through the Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream. The federal government has indicated that investments under this stream are to support public infrastructure, defined as tangible capital assets, primarily for public use and/or benefit. The federal government will be responsible for 80% of project costs and the provincial government for the remaining 20%. Municipalities will not be required to cost-share under this stream. This Program requires that projects are completed and ready for use by December 31, 2021.



# City Facilities

**Project Name:** Benson Centre Downspout Repairs

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

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The downspouts at the Benson Centre are in need of replacement and the ground where the rainwater lands has eroded causing large, deep holes. This project is for the installation of stronger, better designed downspout ends and concrete slabs that will allow the water to travel away from the building. Water is currently staying in proximity to the building which in the long-term will cause damage to the building's structure.





# City Facilities

**Project Name:** Benson Centre - Site Works, Outdoor Furniture and Fencing

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

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A playground structure is scheduled to be installed in the spring of 2021 at the Benson Centre (funded through the 2020 budget) on the north side of the building. Parents will require outdoor furniture to sit on while their children are playing on the structure.

For safety purposes, as the structure will be in close proximity to Angelo Lebrano Lane, a decorative fence is proposed along the sidewalk adjacent to Angelo Lebrano Lane to act as a barrier between the play area and the roadway. It is proposed to purchase and install park benches, planters and safety fencing that matches the existing black flat iron furniture.

Also proposed are site work improvements along the recently acquired former CN spur line in front of the Benson Centre, adjacent Seventh St. W. The proposed site work improvements include tree/brush removal, site grading, and tree planting.

## **Proposed Outdoor Furniture and Fencing Area (\$15,000)**



## **Proposed Site Work Improvement Area (\$35,000)**



# City Facilities

**Project Name:** Benson Centre - CN Rail Property Acquisition

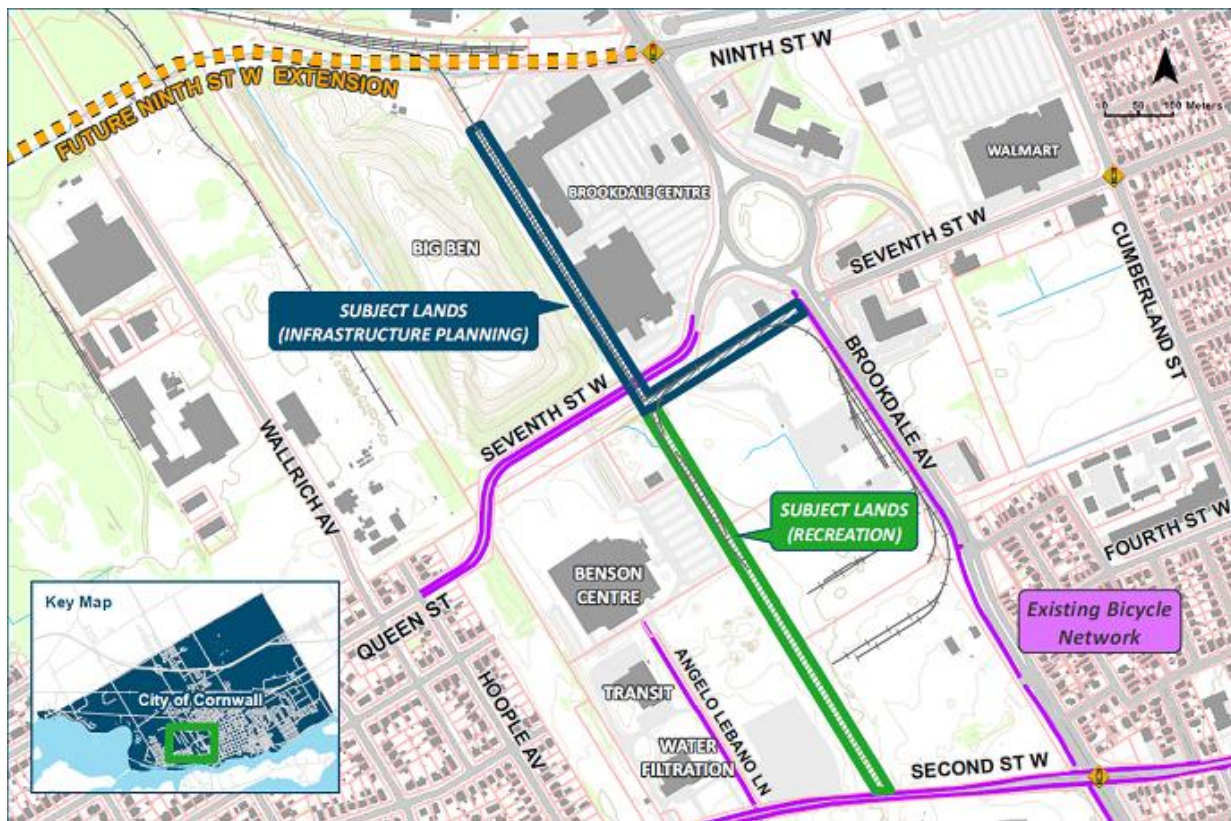
**Funding:** \$140,000 Working Reserves

In 2020, the City was notified by the Canadian National Railway (CNR) Company that the former CNR spur line properties from Second St. W. to the future Ninth St. W. Extension corridor and from the east limits of the Benson Centre property to Brookdale Ave. south of Seventh St. W. had been declared surplus. Prior to offering the lands to other adjacent property owners, CNR offered to sell the lands to the City at \$30,000/acre provided that the City acquire the entire spur line as shown on the sketch below.

The acquisition of the portion of the spur line adjacent to the Benson Centre property from Second St. W. to Seventh St. W. is included in the 2021 Recreation Department Capital Budget. The acquisition of the portion of the spur line from Seventh St. W. to the future Ninth St. W. corridor and from the east limits of the Benson Centre property to Brookdale Ave. south of Seventh St. W. is included in 2021 Capital Budget for the Infrastructure Department.

The existing south entrance (Angelo Lebano Lane) to the Benson Centre is not named and dedicated as a public right of way but instead is located on an easement across private property. At the time of original construction this entrance was intended to be a temporary access to the facility and that a permanent entrance would be established in the future as part of the development of the former Domtar parking lot to the south.

With CN's pending divestiture of this rail corridor, there is an opportunity to purchase this corridor to be used as a future permanent access road to the Benson Centre facility. The purchase of this corridor would be a joint transaction with the Department of Infrastructure Planning and Municipal Works who are proposing to purchase other surplus CN rail corridors adjacent Seventh St. W. and between the Brookdale Mall and Big Ben Ski Hill.





# City Facilities

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

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

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A laser ice leveller was installed on an ice resurfacer (Zamboni) at the Civic Complex and has been in operation since the 2019/20 ice hockey season. A laser ice leveller automatically controls the elevation of the blade on the back of the ice resurfacer as it floods the ice surface. Typically, the blade adjustments on ice resurfacers are controlled manually by the operator; however, the required adjustments are so minute (millimeters) that it is extremely difficult for an operator to manually adjust the blade according to the ice thicknesses. By using a laser guided system to control the blade adjustments, the ice resurfacer is able to control the blade such that it only shaves the ice where the thickness is too great, and will not shave where the thickness is too thin.

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

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



# City Facilities

**Project Name:** Upgrade Outdoor Pool Filter Systems

**Funding:** \$30,000 Tax Base

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The outdoor pool filtration systems are aging and need to be replaced. This is a multi-year project which began in 2015 and this is the last of the filters to be replaced.

The pool filtration systems at St. Joseph's, Reg Campbell, Terry Fox, and Mattice Parks have been upgraded. The existing filtration system at St. Francis Park is an original system which was installed at the time of pool construction and is proposed to be upgraded.

The City outdoor pool facilities are regularly inspected by the Eastern Ontario Health Unit (EOHU). A previous inspection completed by EOHU of the City's outdoor pool facilities identified the age of the existing filtration systems as a concern and recommended that a plan for their replacement be implemented.



A lifeguard provides swimming lesson programming at one of the City's outdoor pools.



# City Facilities

**Project Name:** Outdoor Bleacher Replacement

**Funding:** \$40,000 Resilience Infrastructure Funding

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The City has approximately 30 sets of outdoor bleachers located throughout the City at various outdoor playing fields. The existing outdoor bleachers are approaching the end of their life expectancy and require increased maintenance to ensure that they are safe for public use; they currently do not meet today's safety standards.

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

As part of the Asset Management Plan, the replacement of five sets of bleachers per year for six years, commenced in 2020. This is the second year of the project.

The City has submitted an application for funding for this project through the Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream. The federal government has indicated that investments under this stream are to support public infrastructure, defined as tangible capital assets, primarily for public use and/or benefit. The federal government will be responsible for 80% of project costs and the provincial government for the remaining 20%. Municipalities will not be required to cost-share under this stream. This Program requires that projects are completed and ready for use by December 31, 2021.



# City Facilities

**Project Name:** Parks and Building Repairs

**Funding:** \$96,500 Tax Base

---

The following projects part of the Asset Management Plan and were determined by the Building Condition Assessment.

**Kinsmen Park (\$14,000)**

The Kinsmen Park washroom requires a new door, roof, soffit and fascia as they are deteriorating and beyond its life expectancy.



**Reg Campbell Park (\$17,500)**

Reg Campbell Park washroom is in need of interior painting of the walls and floor and a brick sealant should be applied to aid in keeping the building watertight and to allow for easier cleanup of graffiti.

**St. Francis Park (\$14,000)**

St. Francis Park washroom is in need of interior painting of the walls and floor.

**St. Joseph Park (\$26,000)**

St. Joseph Park washroom has a roof that is beyond its life expectancy and needs to be replaced. The supports for the metal roof have deteriorated and are no longer providing support for the roof.



**Terry Fox Park (\$25,000)**

Terry Fox Park washroom is in need of interior painting of the walls. A brick sealant should be applied to aid in keeping the building watertight and to allow for easier cleanup of graffiti. A new hot water tank is also required as the current tank has exceeded its useful life and is no longer energy efficient.

# City Facilities

**Project Name:** Guindon Park Road Improvements

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

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This is a multi year project to surface the existing network of gravel roads within Guindon Park with recycled asphalt millings, which are produced from the City's annual Asphalt Resurfacing project.

By surfacing the gravel roads with recycled asphalt millings, savings in road maintenance operations can be achieved, as gravel roads need to be regraded and compacted multiple times a year whereas roads surfaced with asphalt millings require less maintenance. The project must be spread out over multiple years as the annual Asphalt Resurfacing project only generates a fixed amount of millings each year.





# City Facilities

**Project Name:** Subdivision Park Designs

**Funding:** \$100,000 Parkland Reserve

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The Department of Recreation wishes to retain a consultant to complete design drawings and specifications for the proposed development of new parks in the Bellwood Ridge Estates Subdivision, the East Ridge Subdivision, and Parkwood Estates Subdivision.

Each of these subdivisions are at a stage of their overall development such that the residents currently residing in the completed phases of the subdivision will soon require dedicated park spaces within proximity of their homes.

It is proposed to complete the designs in advance, such that we are ready to proceed with the actual development of each park within the next few years.

**Bellwood Ridge Subdivision**



**East Ridge Subdivision**



**Parkwood Estates Subdivision**



# City Facilities

**Project Name:** Croquet Club Demolition and Site Restoration

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

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A private Croquet Club used to operate within a leased area of Mattice Park. The Club has been inactive for several years and the lease agreement between the City and the Club expired in 2019. The building and surrounding area are in poor condition and pose a potential health and safety risk.

The Recreation Department proposes to dispose of the building in accordance with the City's policy for disposal of surplus goods by listing the building on the GovDeals website. If there is no interest from the public to acquire the building through the GovDeals website, then we propose to tender a contract to demolish and dispose of the existing building and restore the surrounding area with topsoil and sod.





# City Facilities

**Project Name:**     **Bicycle Path Repairs**

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

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

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

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



# City Facilities

**Project Name:** Lamoureux Park Washroom Upgrades

**Funding:** \$75,000 Federal Gas Tax

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This project will address upgrades to the existing public washroom and canteen building in Lamoureux Park so that the building can remain open to the public throughout the winter months.

The building was constructed as part of the Lamoureux Park splashpad project but wasn't originally designed to operate during the winter season. In recent years, there has been an increasing demand for public washroom access in Lamoureux Park during the winter season. In order to make the facility suitable for winter operation, building improvements are required to properly insulate the structure, and bring the building up to current Ontario Building Code standards. Architectural design services will also be required to produce design drawings that will accompany a building permit application for the proposed upgrades.





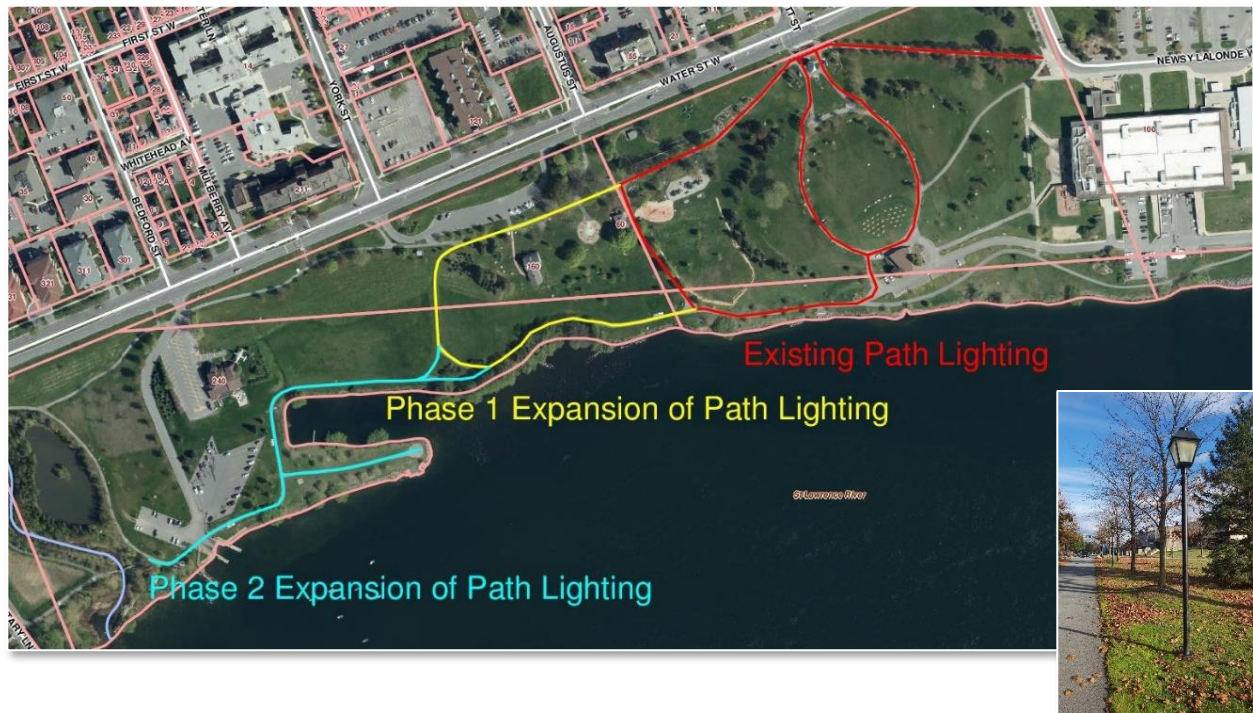
# City Facilities

**Project Name:** Lamoureux Park Lighting Upgrades

**Funding:** \$375,000 Federal Gas Tax

## Lamoureux Park Pedestrian Lighting (\$250,000)

This project will address upgrades to the existing pedestrian light standards in Lamoureux Park as well as extend the pedestrian lighting network around the Cornwall Community Museum (Phase 1) and along the Waterfront Trail westerly to the boat launch (Phase 2). The new fixtures will be LED technology which are more energy efficient than conventional fixtures.



## Lamoureux Park Decorative Spotlights (Clock Tower \$50,000; Cornwall Community Museum \$75,000)

This project will address upgrades to the existing decorative spotlights at the clock tower in Lamoureux Park as well as install new spotlights around the Cornwall Community Museum.

The existing spotlights around the Clock Tower are in poor condition and warrant replacement. It is proposed to use new LED spotlight fixtures that are capable of projecting a multitude of light colours.



# City Facilities

**Project Name:** Outdoor Park Furniture

**Funding:** \$75,000 Resilience Infrastructure Funding

---

The City has many outdoor park furniture fixtures (ie. benches, garbage/recycling receptacles) that have reached the end of their service life and warrant replacement. Replacement fixtures would be consistent with the black flat iron style fixtures that have been the adopted standard within our parks in recent years. This is a recurring project that is proposed to repeat every five years.

The City has submitted an application for funding for this project through the Investing in Canada Infrastructure Program (ICIP): COVID-19 Resilience Infrastructure Stream. The federal government has indicated that investments under this stream are to support public infrastructure, defined as tangible capital assets, primarily for public use and/or benefit. The federal government will be responsible for 80% of project costs and the provincial government for the remaining 20%. Municipalities will not be required to cost-share under this stream. This Program requires that projects are completed and ready for use by December 31, 2021.





# City Facilities

**Project Name:** Justice Building - Emergency Standby Generator

**Funding:** \$250,000 Municipal Buildings Reserve

---

The standby generator at the Justice Building provides backup power in the event of a power outage. This generator is imperative as it supplies standby power to the 911 call centre, critical ITT Services and also for the Water/Wastewater SCADA system.

The existing standby generator at the Justice Building has been faulting, resulting in frequent emergency maintenance calls by the City's contractor. The generator was originally installed in 1999 and was previously upgraded to replace the unit's fuel storage system. Due to the age of the system and the ongoing maintenance issues, it has been determined that the unit has reached the end of its life expectancy and warrants replacement.





# City Facilities

**Project Name:** Justice Building Cladding

**Funding:** \$600,000 Municipal Buildings Reserve

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Some of the bricks on the 4<sup>th</sup> floor of the Justice Building are cracked and the mortar around them has separated from the bricks. Water has been seeping in during driving rains and in 2019 mould was discovered behind the baseboards. The Ministry of Labour (MOL) has conducted an investigation and the City has complied with the MOL requirements. As a temporary measure (because the longevity was unknown) a brick sealant was applied that greatly reduced the infiltration of water. Once the building was sealed, drywall was removed and replaced with mould resistant drywall.

This project is for the installation of a cladding material to cover up the bricks on the 4<sup>th</sup> floor (only floor with water infiltration) to permanently address the water infiltration.



# City Facilities

**Project Name:**     **Articulating Boom Lift**

**Funding:**           \$60,000 Municipal Buildings Reserve

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This project is for the purchase of an articulating boom lift which would allow maintenance staff and City contractors to perform maintenance work in difficult to access, high elevation areas on various City buildings.

City staff and contractors commonly rent this type of equipment to perform these maintenance activities. Owning this equipment would be more cost effective over the long term. In 2019, the Department of Recreation purchased a scissor lift to complete high elevation maintenance work indoors, and the scissor lift has proven to have paid for itself over the past two years through savings on equipment rentals.



# City Facilities

**Project Name:** Installation of Energy Meters

**Funding:** \$100,000 Tax Base

This project is for the installation of “smart” energy meters in large City owned facilities such as the Benson Centre, Cornwall Civic Complex and the Water & Wastewater Treatment Plants. The installation of these meters was included in the Energy Conservation and Demand Management Task Force Annual Report. These meters will collect data from energy usage and will create a baseline from which energy savings can be calculated from future energy saving measures.





# City Facilities

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

**Funding:** \$110,000 Tax Base

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

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

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



Kinsmen Park Tennis Court

# City Facilities

**Project Name:** Cornwall Civic Complex –Lower Level Washrooms Improvement

**Funding:** \$75,000 Tax Base

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





# City Facilities

**Project Name:** Cenotaph Fencing Replacement

**Funding:** \$ 45,000 Tax Base

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



# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

| DESCRIPTION                                   | 2021  | 2022    | 2023    | 2024  | 2025  | 2026  | 2027  | 2028 | 2029  | 2030  |
|-----------------------------------------------|-------|---------|---------|-------|-------|-------|-------|------|-------|-------|
| <b>FACILITIES</b>                             |       |         |         |       |       |       |       |      |       |       |
| <b>1 Civic Complex</b>                        |       |         |         |       |       |       |       |      |       |       |
| Kitchen Equipment Upgrade                     |       |         | 75.0    |       |       |       |       |      |       |       |
| Front Entrance and Patio Design               | 75.0  |         |         |       |       |       |       |      |       |       |
| Complex Front Steps and Patio Replacement     |       | 500.0   |         |       |       |       |       |      |       |       |
| Office Upgrade (Carpets)                      |       |         | 100.0   |       |       |       |       |      |       |       |
| Parking Lot Improvement (Paving / Railings)   |       |         |         |       | 200.0 |       | 200.0 |      |       |       |
| Arena Sound System                            | 80.0  |         |         |       |       |       |       |      |       |       |
| Salon ABC Ceiling and Sound System            |       | 325.0   |         |       |       |       |       |      |       |       |
| Salon ABC Lighting                            | 25.0  |         |         |       |       |       |       |      |       |       |
| Lower Level Concourse Lighting and Ceiling    | 100.0 |         |         |       |       |       |       |      |       |       |
| Lower Level Washrooms Improvements            |       | 75.0    |         |       |       |       |       |      |       |       |
| Refrigeration Plant Condenser                 | 250.0 |         |         |       |       |       |       |      |       |       |
| New Floor Slab                                |       |         | 500.0   |       |       |       |       |      |       |       |
| Compressor for Ice Plant                      |       |         |         |       | 40.0  |       |       |      |       |       |
| Dressing Room Showers                         |       | 80.0    |         |       |       |       |       |      |       |       |
| <b>2 Aquatic Centre</b>                       |       |         |         |       |       |       |       |      |       |       |
| Change Room Modification (Gender Neutral)     |       |         |         |       | 50.0  | 350.0 |       |      |       |       |
| Dectron                                       |       |         |         |       |       |       |       |      |       | 700.0 |
| Slide Repairs / Replacement                   |       |         |         | 500.0 |       |       |       |      |       |       |
| Filtration System Upgrade                     |       |         |         |       | 300.0 |       |       |      |       |       |
| Heat Recovery Unit Replacement                |       |         | 500.0   |       |       |       | 300.0 |      |       |       |
| Aquatic/Complex Heating Study                 |       | 50.0    |         |       |       |       |       |      |       |       |
| <b>3 Benson Centre</b>                        |       |         |         |       |       |       |       |      |       |       |
| Soccer Fields                                 |       |         | 2,000.0 |       |       |       |       |      |       |       |
| Dressing Room & Hallway Flooring              |       |         |         |       | 200.0 |       |       |      |       |       |
| Laser Ice Leveller                            | 60.0  |         |         |       |       |       |       |      |       |       |
| Site Works, Outdoor Furniture and Fencing     | 50.0  |         |         |       |       |       |       |      |       |       |
| Concrete Flooring Repairs                     |       | 30.0    |         |       |       |       |       |      |       |       |
| Main Lobby Lighting Replacement               |       | 50.0    |         |       |       |       |       |      |       |       |
| Fieldhouse Turf                               |       |         |         |       |       |       |       |      | 750.0 |       |
| Hot Water Boiler Replacement                  |       | 60.0    |         |       |       |       |       |      |       |       |
| Downspout Repairs                             | 75.0  |         |         |       |       |       |       |      |       |       |
| CN Rail Property Acquisition                  | 140.0 |         |         |       |       |       |       |      |       |       |
| <b>4 Arts and Culture Centre</b>              |       |         |         |       |       |       |       |      |       |       |
| Design                                        |       |         |         |       |       |       |       |      |       |       |
| Renovations                                   |       |         |         |       |       |       |       |      |       |       |
| <b>5 Joe St. Denis Field</b>                  |       |         |         |       |       |       |       |      |       |       |
| Phase 1 Replace Existing Field Lighting       |       | 300.0   |         |       |       |       |       |      |       |       |
| Phase 2 Artificial Turf                       |       | 1,100.0 | 1,100.0 |       |       |       |       |      |       |       |
| <b>6 Tennis Courts</b>                        |       |         |         |       |       |       |       |      |       |       |
| Outdoor Tennis Court Resurfacing and Lighting |       | 110.0   | 110.0   | 110.0 | 110.0 | 110.0 |       |      |       |       |
| Saunders Drive (Pickle Ball)                  |       |         |         | 150.0 |       |       |       |      |       |       |
| <b>7 Playing Fields</b>                       |       |         |         |       |       |       |       |      |       |       |
| Parks and Building Repairs                    | 96.5  | 100.0   | 70.0    | 85.0  | 115.0 | 70.0  | 50.0  | 50.0 | 50.0  | 50.0  |
| Reg Campbell Ball Netting                     |       |         |         |       |       |       |       | 75.0 |       |       |
| Parks Building Electrical Upgrades            |       |         |         |       | 110.0 |       |       |      |       |       |
| Upgrade Ball Lights At Optimist Park          |       | 60.0    |         |       |       |       |       |      |       |       |
| Upgrade Soccer Lights At Optimist Park        |       |         | 60.0    |       |       |       |       |      |       |       |
| Reg Campbell Parking Improvements             |       | 75.0    |         |       |       |       |       |      |       |       |
| Optimist Park Soccer Fields                   |       |         |         | 110.0 | 110.0 |       |       |      |       |       |
| Outdoor Bleacher Replacement                  | 40.0  | 40.0    | 40.0    | 40.0  | 40.0  |       |       |      |       |       |

# 2021 TEN YEAR CAPITAL FORECAST

## CAPITAL FORECAST FOR THE YEARS 2021 - 2030

| DESCRIPTION                                  | 2021           | 2022           | 2023           | 2024           | 2025           | 2026           | 2027         | 2028         | 2029         | 2030           |
|----------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|--------------|--------------|----------------|
| <b>8 Outdoor Pools</b>                       |                |                |                |                |                |                |              |              |              |                |
| Upgrade Outdoor Pool Filter Systems          | 30.0           |                |                |                |                |                |              |              |              |                |
| Pool Basin Structural Repairs                |                | 100.0          | 100.0          | 100.0          | 100.0          | 100.0          |              |              |              |                |
| Menard Park Splash Pad                       |                | 450.0          |                |                |                |                |              |              |              |                |
| <b>9 Marina 200</b>                          |                |                |                |                |                |                |              |              |              |                |
| Above Ground Fuel Tanks                      |                |                |                |                |                |                |              | 500.0        |              |                |
| Dock Replacement / Upgrades                  |                | 90.0           |                |                |                |                |              |              |              |                |
| Repairs                                      |                | 35.0           |                |                |                |                |              |              |              |                |
| <b>10 Big Ben</b>                            |                |                |                |                |                |                |              |              |              |                |
| Snow Making Equipment                        |                |                |                |                |                |                |              |              |              |                |
| Replace Tow Lift                             |                |                |                | 200            |                |                |              |              |              |                |
| <b>11 Parks</b>                              |                |                |                |                |                |                |              |              |              |                |
| Playground Structure Replacement             |                | 150.0          |                | 150.0          |                | 150.0          |              | 150.0        |              | 150.0          |
| Lamoureux Park Washroom Upgrades             | 75.0           |                |                |                |                |                |              |              |              |                |
| Lamoureux Park Lighting Upgrades             | 375.0          |                |                |                |                |                |              |              |              |                |
| Off Leach Dog Park (Lamoureux)               |                |                |                |                | 120.0          |                |              |              |              |                |
| Bicycle Path Repairs                         | 50.0           | 50.0           | 50.0           | 50.0           | 50.0           | 50.0           | 50.0         | 50.0         | 50.0         | 50.0           |
| Outdoor Park Furniture                       | 75.0           |                |                |                |                | 55.0           |              |              |              |                |
| Upgrade Of Skate Board Park / BMX            |                |                |                |                |                | 1,000.0        |              |              |              |                |
| Guindon Park Camping                         |                | 50.0           |                |                |                |                |              |              |              |                |
| Guindon Park Road Improvements               | 25.0           | 25.0           | 25.0           | 25.0           |                |                |              |              |              |                |
| Subdivision Park Designs                     | 100.0          |                |                |                |                |                |              |              |              |                |
| Subdivision Park Development                 |                | 200.0          | 200.0          | 200.0          |                |                |              |              |              |                |
| Croquet Club Demolition and Site Restoration | 40.0           |                |                |                |                |                |              |              |              |                |
| <b>12 Municipal Buildings</b>                |                |                |                |                |                |                |              |              |              |                |
| Installation of Energy Meters                |                | 100.0          |                |                |                |                |              |              |              |                |
| Articulating Boom Lift                       | 60.0           |                |                |                |                |                |              |              |              |                |
| Arc Flash Risk Analysis - Public Property    |                |                |                | 100.0          |                |                |              |              | 100.0        |                |
| Bandshell Maintenance                        |                |                | 46.0           |                |                |                |              |              |              |                |
| Cenotaph Fencing                             |                | 45.0           |                |                |                |                |              |              |              |                |
| Cenotaph Sidewalks                           |                |                |                |                |                | 45.0           |              |              |              |                |
| City Hall Roof                               |                |                |                |                | 85.0           |                |              |              |              |                |
| City Hall Rooftop HVAC Unit                  |                | 24.0           |                |                |                |                |              |              |              |                |
| Day Care Painting                            |                |                |                |                | 30.0           |                |              |              |              |                |
| EMS Paint and Apron Repairs                  |                |                |                |                | 69.0           |                |              |              |              |                |
| Fire Hall #2 Overhead Doors                  |                |                | 24.0           |                |                |                |              |              |              |                |
| Fire Hall #2 Roof                            |                |                |                |                |                | 212.0          |              |              |              |                |
| Fire Hall HQ Roof Repairs                    |                |                |                |                | 24.0           |                |              |              |              |                |
| Justice Building Elevator Upgrades           |                | 120.0          | 170.0          | 170.0          |                |                |              |              |              |                |
| Justice Building Cladding                    | 600.0          |                |                |                |                |                |              |              |              |                |
| Justice Building Generator                   | 250.0          |                |                |                |                |                |              |              |              |                |
| Justice Building HVAC Cleaning               |                |                |                |                | 60.0           |                |              |              |              |                |
| Justice Building North and South Side Roofs  |                |                | 100.0          |                |                |                |              |              |              |                |
| Justice Building Roof                        |                |                |                | 300.0          |                |                |              |              |              |                |
| Optimist Park Overhead Doors                 |                | 20.0           |                |                |                |                |              |              |              |                |
| Optimist Park Roof                           |                |                |                |                |                |                | 245.0        |              |              |                |
| Painting - Transit & FH2                     |                | 80.0           |                |                |                |                |              |              |              |                |
| Renovations at Various Municipal Buildings   |                | 86.0           | 42.0           | 102.0          | 31.0           | 50.0           | 45.0         | 92.0         | 22.0         | 10.0           |
| Curling Club Refrigeration System            |                |                |                |                |                |                |              |              |              | 350.0          |
| Richelieu Day Care HVAC                      |                |                |                |                | 25.0           |                |              |              |              |                |
| Richelieu Day Care Roof & Skylights          |                |                |                |                | 160.0          |                |              |              |              |                |
| Transit Apron Repairs                        |                |                | 50.0           |                |                |                |              |              |              |                |
| Transit Overhead Doors                       |                | 88.0           |                |                |                |                |              |              |              |                |
| Transit Painting                             |                |                |                |                |                |                |              |              |              |                |
| Transit Siding                               |                |                |                |                |                | 225.0          |              |              |              |                |
| <b>Total Capital</b>                         | <b>2,671.5</b> | <b>4,668.0</b> | <b>5,362.0</b> | <b>2,392.0</b> | <b>2,029.0</b> | <b>2,417.0</b> | <b>890.0</b> | <b>917.0</b> | <b>972.0</b> | <b>1,310.0</b> |

# 2021 STAFFING COMPLEMENT

## 2018 - 2021 Employee Comparison

|                                      | 2018      | 2019      | 2020      | 2021      | Change   |
|--------------------------------------|-----------|-----------|-----------|-----------|----------|
| <b>Council</b>                       |           |           |           |           |          |
| Mayor                                | 1.0       | 1.0       | 1.0       | 1.0       | 0.0      |
| Council                              | 10.0      | 10.0      | 10.0      | 10.0      | 0.0      |
| Full Time                            | 0.5       | 0.5       | 1.5       | 1.5       | 0.0      |
| <b>CAO</b>                           |           |           |           |           |          |
| Full Time                            | 2.5       | 2.5       | 2.5       | 2.5       | 0.0      |
| <b>Clerk's Department</b>            |           |           |           |           |          |
| Full Time                            | 5.0       | 4.0       | 4.0       | 4.0       | 0.0      |
| Part-time Hours                      | 35.0      | 35.0      | 35.0      | 0.0       | -35.0    |
| <b>Elections</b>                     |           |           |           |           |          |
| Election Temporary (Hours)           | 910.0     | 0.0       | 0.0       | 0.0       | 0.0      |
| <b>Human Resources</b>               |           |           |           |           |          |
| Full Time                            | 6.0       | 6.0       | 6.0       | 6.0       | 0.0      |
| <b>Financial Services</b>            |           |           |           |           |          |
| Full Time                            | 25.0      | 25.0      | 25.0      | 25.0      | 0.0      |
| Students                             | 2.0       | 0.0       | 0.0       | 0.0       | 0.0      |
| <b>Fire Services</b>                 |           |           |           |           |          |
| Full Time                            | 64.0      | 64.0      | 64.0      | 64.0      | 0.0      |
| <b>Department of Shared Services</b> |           |           |           |           |          |
| <b>Social and Housing Services</b>   |           |           |           |           |          |
| Full Time                            | 78.0      | 77.0      | 74.5      | 72.5      | -2.0     |
| Contract Position                    | 3.5       | 1.5       | 1.0       | 1.0       | 0.0      |
| Part-time Hours                      | 3,643.0   | 2,182.0   | 700.0     | 700.0     | 0.0      |
| <b>Glen-Stor-Dun Lodge</b>           |           |           |           |           |          |
| Full Time                            | 87.0      | 88.0      | 94.0      | 95.0      | 1.0      |
| Contract Position                    | 0.0       | 0.0       | 0.0       | 1.0       | 1.0      |
| Part-time Hours                      | 115,990.0 | 118,017.0 | 105,045.0 | 102,532.0 | -2,513.0 |
| <b>Emergency Medical Services</b>    |           |           |           |           |          |
| Full Time                            | 79.0      | 78.0      | 78.0      | 82.0      | 4.0      |
| Part-time Hours                      | 39,611.0  | 47,234.0  | 48,658.0  | 50,718.0  | 2,060.0  |
| <b>SUB-TOTAL</b>                     |           |           |           |           |          |
| Full Time                            | 244.0     | 243.0     | 246.5     | 249.5     | 3.0      |
| Contract Position                    | 3.5       | 1.5       | 1.0       | 2.0       | 1.0      |
| Part-time Hours                      | 159,244.0 | 167,433.0 | 154,403.0 | 153,950.0 | -453.0   |



## 2018 - 2021 Employee Comparison

|                                                                     | 2018     | 2019     | 2020     | 2021     | Change |
|---------------------------------------------------------------------|----------|----------|----------|----------|--------|
| <b>Municipal Works, Infrastructure Planning and Municipal Works</b> |          |          |          |          |        |
| <b>Municipal Works Division</b>                                     |          |          |          |          |        |
| <u>Municipal Works Administration</u>                               |          |          |          |          |        |
| Full Time                                                           | 9.0      | 9.0      | 9.0      | 9.0      | 0.0    |
| Part-time Hours                                                     | 1,550.0  | 1,550.0  | 1,550.0  | 1,550.0  | 0.0    |
| <u>Parks and Landscaping</u>                                        |          |          |          |          |        |
| Full Time                                                           | 12.5     | 12.5     | 12.5     | 14.5     | 2.0    |
| Students                                                            | 1.0      | 1.0      | 1.0      | 0.0      | -1.0   |
| Part-time Hours                                                     | 9,090.0  | 5,835.0  | 5,945.0  | 5,945.0  | 0.0    |
| <u>Garage</u>                                                       |          |          |          |          |        |
| Full Time                                                           | 6.0      | 6.0      | 4.0      | 4.0      | 0.0    |
| Part-time Hours                                                     | 1,040.0  | 0.0      | 0.0      | 0.0      | 0.0    |
| <b>MW Roads Section</b>                                             |          |          |          |          |        |
| <u>Roads Summer</u>                                                 |          |          |          |          |        |
| Full Time                                                           | 7.5      | 7.5      | 7.5      | 8.5      | 1.0    |
| Part-time Hours                                                     | 2,670.0  | 2,670.0  | 2,670.0  | 2,910.0  | 240.0  |
| <u>Roads Winter</u>                                                 |          |          |          |          |        |
| Full Time                                                           | 6.5      | 6.5      | 6.5      | 6.0      | -0.5   |
| Part-time Hours                                                     | 3,170.0  | 3,170.0  | 3,170.0  | 3,170.0  | 0.0    |
| <u>Traffic Flow</u>                                                 |          |          |          |          |        |
| Full Time                                                           | 4.5      | 4.5      | 4.5      | 3.0      | -1.5   |
| Students                                                            | 5.0      | 5.0      | 5.0      | 0.0      | -5.0   |
| School Crossing Guards                                              | 20.0     | 20.0     | 20.0     | 20.0     | 0.0    |
| Part-time Hours                                                     | 240.0    | 240.0    | 240.0    | 0.0      | -240.0 |
| <b>Transit Division</b>                                             |          |          |          |          |        |
| <u>Transit Operations</u>                                           |          |          |          |          |        |
| Full Time                                                           | 35.0     | 36.0     | 36.0     | 35.0     | -1.0   |
| Part-time Hours                                                     | 5,285.0  | 4,245.0  | 4,245.0  | 4,245.0  | 0.0    |
| <u>Transit Maintenance</u>                                          |          |          |          |          |        |
| Full Time                                                           | 11.5     | 11.5     | 11.5     | 13.5     | 2.0    |
| Part-time Hours                                                     | 920.0    | 920.0    | 920.0    | 920.0    | 0.0    |
| <b>Infrastructure Planning Division (Engineering)</b>               |          |          |          |          |        |
| Full Time                                                           | 14.5     | 14.5     | 14.5     | 14.5     | 0.0    |
| Students                                                            | 6.0      | 6.0      | 6.0      | 3.0      | -3.0   |
| Part-time Hours                                                     | 480.0    | 480.0    | 0.0      | 0.0      | 0.0    |
| <b>Environmental Services Waste Management</b>                      |          |          |          |          |        |
| Full Time                                                           | 3.0      | 3.0      | 3.0      | 6.0      | 3.0    |
| <b>SUB-TOTAL</b>                                                    |          |          |          |          |        |
| Full Time                                                           | 110.0    | 111.0    | 109.0    | 114.0    | 5.0    |
| Part-time Hours                                                     | 24,445.0 | 19,110.0 | 18,740.0 | 18,740.0 | 0.0    |
| Students                                                            | 12.0     | 12.0     | 12.0     | 3.0      | -9.0   |
| School Crossing Guards                                              | 20.0     | 20.0     | 20.0     | 20.0     | 0.0    |

## 2018 - 2021 Employee Comparison

|                                                             | 2018     | 2019     | 2020     | 2021     | Change    |
|-------------------------------------------------------------|----------|----------|----------|----------|-----------|
| <b>Department of Planning, Development &amp; Recreation</b> |          |          |          |          |           |
| <b>Economic Development</b>                                 |          |          |          |          |           |
| Full Time                                                   | 5.0      | 6.0      | 6.4      | 6.4      | 0.0       |
| Contract Position Business Centre (ongoing)                 | 1.0      | 1.0      | 1.0      | 1.0      | 0.0       |
| Contract Position Business Centre (Part time Admin Support) | 1.0      | 1.0      | 1.0      | 1.0      | 0.0       |
| Students                                                    | 2.0      | 2.0      | 2.0      | 0.0      | -2.0      |
| <b>Planning Department</b>                                  |          |          |          |          |           |
| Full Time                                                   | 5.0      | 5.0      | 5.0      | 5.0      | 0.0       |
| Students                                                    | 1.0      | 1.0      | 1.0      | 0.0      | -1.0      |
| <b>Parking Program</b>                                      |          |          |          |          |           |
| Full Time                                                   | 3.0      | 3.0      | 3.0      | 3.0      | 0.0       |
| <b>By-Law Services</b>                                      |          |          |          |          |           |
| Full Time                                                   | 4.0      | 4.0      | 5.5      | 5.0      | -0.5      |
| Students                                                    | 1.5      | 1.5      | 2.0      | 0.0      | -2.0      |
| Part-time Hours                                             | 160.0    | 160.0    | 160.0    | 160.0    | 0.0       |
| <b>Building Services</b>                                    |          |          |          |          |           |
| Full Time                                                   | 10.0     | 10.0     | 8.5      | 9.0      | 0.5       |
| Contract Position                                           | 0.0      | 0.0      | 0.0      | 0.0      | 0.0       |
| Students                                                    | 0.5      | 0.5      | 1.0      | 0.0      | -1.0      |
| Part-time Hours                                             | 160.0    | 160.0    | 160.0    | 160.0    | 0.0       |
| <b>Recreation Programming</b>                               |          |          |          |          |           |
| Full Time                                                   | 13.0     | 13.0     | 13.6     | 14.6     | 1.0       |
| Part-time Hours                                             | 44,450.0 | 44,103.0 | 46,940.0 | 37,954.0 | -8,986.0  |
| <b>City Facilities</b>                                      |          |          |          |          |           |
| <u>Recreation Facilities</u>                                |          |          |          |          |           |
| Full Time                                                   | 22.0     | 22.0     | 22.0     | 26.0     | 4.0       |
| Part-time Hours                                             | 22,253.0 | 25,563.0 | 27,751.0 | 16,911.0 | -10,840.0 |
| <u>Municipal Facilities</u>                                 |          |          |          |          |           |
| Full Time                                                   | 9.5      | 9.5      | 12.5     | 11.5     | -1.0      |
| Part-time Hours                                             | 5,640.0  | 6,680.0  | 6,570.0  | 4,490.0  | -2,080.0  |
| <b>SUB-TOTAL</b>                                            |          |          |          |          |           |
| Full Time                                                   | 71.5     | 72.5     | 76.5     | 80.5     | 4.0       |
| Contract Position                                           | 2.0      | 2.0      | 2.0      | 2.0      | 0.0       |
| Students                                                    | 5.0      | 5.0      | 6.0      | 0.0      | -6.0      |
| Part-time Hours                                             | 72,663.0 | 76,666.0 | 81,581.0 | 59,675.0 | -21,906.0 |

|                                  |           |           |           |           |           |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Summary</b>                   |           |           |           |           |           |
| Mayor                            | 1.0       | 1.0       | 1.0       | 1.0       | 0.0       |
| Council                          | 10.0      | 10.0      | 10.0      | 10.0      | 0.0       |
| Full Time #                      | 528.5     | 528.5     | 535.0     | 547.0     | 12.0      |
| Election Temporary - # / Hours   | 910.0     | 0.0       | 0.0       | 0.0       | 0.0       |
| Contract Position - # - > 1 year | 5.5       | 3.5       | 3.0       | 4.0       | 1.0       |
| Students - #                     | 19.0      | 17.0      | 18.0      | 3.0       | -15.0     |
| School Crossing Guards #         | 20.0      | 20.0      | 20.0      | 20.0      | 0.0       |
| Part-time Hours                  | 256,387.0 | 263,244.0 | 254,759.0 | 232,365.0 | -22,394.0 |

# 2021 RESERVES & RESERVE FUNDS

# Reserves and Reserve Funds

The City holds reserves and reserve funds which function in a similar way to a savings account: they ensure that the City has the necessary funding for specific purposes or capital projects.

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

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

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

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

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

There are two types of reserve funds:

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

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

1. Operating Reserves – these reserves are established for operational purposes and typically carry balances outside of the Working Reserve, Tax Stabilization Reserve, and the Winter Control Reserve. Operating reserves can be used to fund items that occur that were not planned and budgeted.
2. Capital Reserves – these reserves are to be used to accumulate funds over time to replace and maintain infrastructure and to purchase capital assets (land, facilities, equipment, machinery).
3. Restricted Reserves (Municipal) – these reserve funds are for identified purposes and funded from specific revenue sources (e.g. Building Surplus Reserve).
4. Restricted Reserves (External) – these reserve funds are for identified purposes from specific revenue sources external to the municipal corporation.

## Financial Policy Recommendations

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

In 2018, as recommended by the LTFP, the City adopted the practice of contributing to reserves for life-cycle costing and implemented a capital levy in order to build its reserves and reserve funds. In 2021, the City is contributing \$522,400 to the Equipment and Vehicles Reserve (capital levy) and \$300,000 to the Recreation Facilities and Equipment Reserve (life-cycle costing).

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

The City completed its first Financial Condition Assessment in June 2019. This report presents the City's financial health including a review of reserves and reserve funds with related financial policies. It is recommended that the City undertake this financial assessment every four years.

## Contributions to Reserves for Landfill Operations

In 2020, the City set up the Landfill Closure and Post Closure Costs Reserve Fund in order to set aside funds that would be required to pay for all closure and post closure care work following the closure of the landfill site. The study prepared by DFA Infrastructure International Inc. recommended that the City begin contributing \$250,000 in 2020 and increasing the contribution by \$250,000 each year to a maximum annual contribution of \$2,500,000. The 2021 budget includes the first contribution to this reserve in the amount of \$100,000. The target balance for the reserve fund is \$36.8 million by 2032.

In 2020, the City also combined the Waste Management Capital Reserve (Operating Reserve) and the Landfill Reserve Fund (Restricted Reserve) to create a capital reserve titled the Waste Management Reserve. This reserve will fund capital requirements for waste diversion and waste disposal. Based on the recommendation from the study, the City is contributing \$370,000 to this reserve (Waste Disposal \$270,000 and Waste Diversion \$100,000).

## Brownfields Reserve/Small Business Loans

In 2018, in order to encourage and support rehabilitation initiatives and/or stimulate development, Council approved a recommendation to contribute \$400,000 annually to the Brownfield Reserve until the reserve reached a balance of \$2,000,000. Due to budget constraints, the \$400,000 contribution is not included in the 2021 budget submission. It is



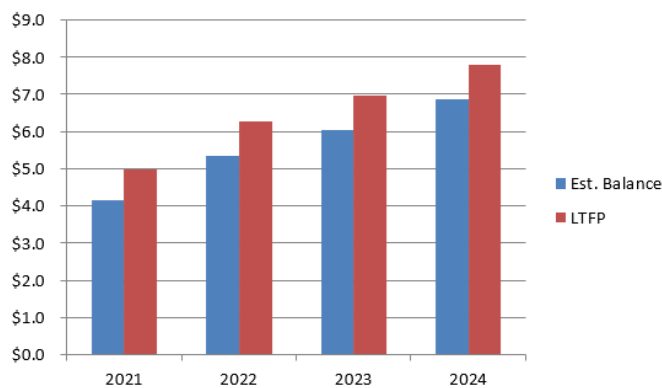
estimated that the reserve will have a year end balance of \$427,595, which is higher than the targeted balance noted in the LTFP at December 31, 2021.

In response to the COVID-19 pandemic, Council approved the Small Business Emergency Loan Program in order to provide relief and to support efforts by local business owners to improve their operations. The Brownfield Reserve funded this program. The City issued loans totalling \$537,500. To pay back the Brownfield Reserve, the forgivable portion is to be budgeted in 2021 and 2022. In 2021, the budget includes a contribution to the Brownfield Reserve in the amount of \$53,750. The remaining balance of the loans are payable to the City by December 31, 2022.

## Reserve and Reserve Fund Balances

### Operating Reserves

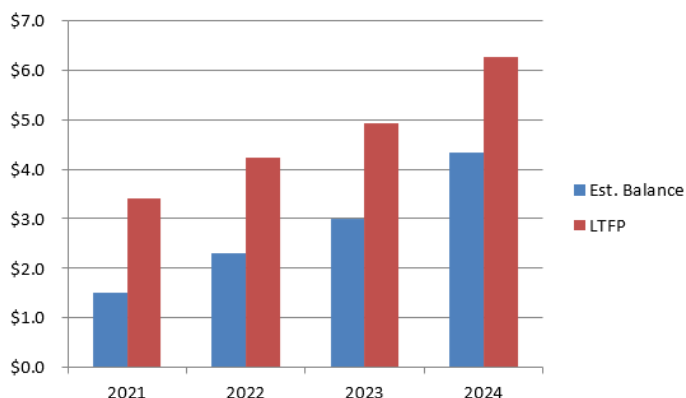
The following chart shows the four-year forecasted balance (shown in the millions) for the City's Operating Reserves compared to the LTFP.



The Working Reserve is below the LTFP target for 2021. This is primarily due to payments required to cover outstanding tax refunds from previous years related to assessment appeals. The City has committed to repay the Working Reserve over the next several years. A contribution of \$300,000 is included in the 2021 budget.

### Capital Reserves

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

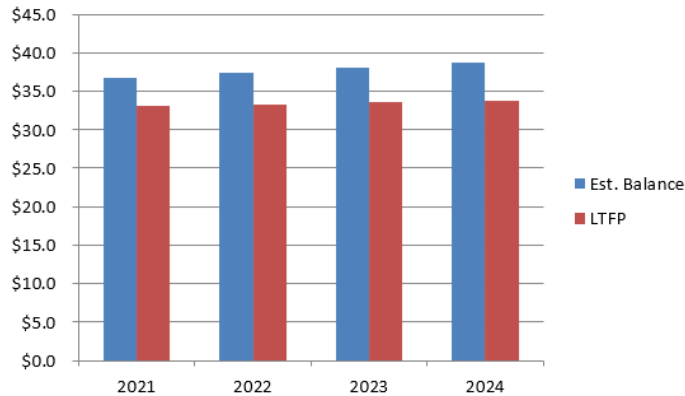


Over the next four years, the Capital reserves are below the balance projected in the LTFP.

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

### Restricted Reserves (Municipal Funding)

The following chart shows the four-year forecasted balance (shown in the millions) for the City's Restricted Reserves (Municipal Funding) compared to the LTFP.



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

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

The LTFP identifies contributions and disbursements for each reserve and reserve fund and applies strategies to ensure that funding will be sufficient to meet planned future obligations.

The following Reserve Schedule presents estimated reserve and reserve fund balances at January 1, 2021, contributions and disbursements to and from reserves and reserve funds during 2021, to provide estimated reserve balances at December 31, 2021.

The first page of the Reserve Schedule also provides target balances from the City's Reserve and Reserve Fund Policy and the 2021 projected balances from the LTFP.

**2021 SUMMARY OF RESERVES**  
**Estimated to December 31, 2021**

|                                                       | Opening<br>Balance | Net<br>Transactions | Balance<br>at Dec 31/21 | 2020<br>Targeted<br>Balance | LTFP<br>Balance<br>at Dec 31/21 |
|-------------------------------------------------------|--------------------|---------------------|-------------------------|-----------------------------|---------------------------------|
| <b><u>Operating Reserves</u></b>                      |                    |                     |                         |                             |                                 |
| Working Reserves                                      | 2,652,726          | (84,151)            | 2,568,575               |                             | 3,818,733                       |
| Tax Stabilization Reserve                             | 300,000            | 0                   | 300,000                 |                             | 300,000                         |
| Winter Control Reserve                                | 425,719            | (150,000)           | 275,719                 |                             | 300,000                         |
| Health and Safety Reserve                             | 76,022             | 0                   | 76,022                  |                             | 76,022                          |
| Municipal Elections Reserve                           | 90,000             | 45,000              | 135,000                 |                             | 135,000                         |
| Renaissance Reserve                                   | 88,826             | 0                   | 88,826                  |                             | 88,825                          |
| Medical Recruitment Reserve                           | 740,475            | (35,000)            | 705,475                 |                             | 256,542                         |
|                                                       | <b>4,373,768</b>   | <b>(224,151)</b>    | <b>4,149,617</b>        | <b>7,198,143</b>            | <b>4,975,122</b>                |
| <b><u>Capital Reserves</u></b>                        |                    |                     |                         |                             |                                 |
| Equipment and Vehicles Reserve                        | 877,857            | (149,400)           | 728,457                 |                             | 808,166                         |
| Recreation Facilities and Equipment Reserve           | 172,598            | (17,612)            | 154,986                 |                             | 67,836                          |
| Municipal Buildings Reserve                           | 1,974,732          | (226,460)           | 1,748,272               |                             | 1,341,356                       |
| Fire Equipment Reserve                                | 74,321             | 0                   | 74,321                  |                             | 104,309                         |
| Land Ambulance Reserve                                | 680,315            | (269,474)           | 410,841                 |                             | 291,071                         |
| Waste Management Capital Reserve                      | 320,376            | (30,000)            | 290,376                 |                             | 425,987                         |
| Land Reserve                                          | (2,000,189)        | (22,000)            | (2,022,189)             |                             | (30,600)                        |
| Road Infrastructure Reserve                           | <u>(48,481)</u>    | <u>172,644</u>      | <u>124,163</u>          |                             | <u>410,733</u>                  |
|                                                       | <b>2,051,529</b>   | <b>(542,302)</b>    | <b>1,509,227</b>        | <b>5,003,401</b>            | <b>3,418,858</b>                |
| <b><u>Restricted Reserves (Municipal Funding)</u></b> |                    |                     |                         |                             |                                 |
| Water Works Reserve                                   | 5,140,943          | (611,563)           | 4,529,380               | 3,546,241                   | 3,006,725                       |
| Wastewater Works Reserve                              | 3,649,112          | (92,150)            | 3,556,962               | 3,729,979                   | 2,908,945                       |
| Building Surplus Reserve (permits)                    | 1,122,528          | 6,336               | 1,128,864               | 1,366,761                   | 101,772                         |
| CAHC Operating Reserve Fund                           | 3,202,939          | 16,000              | 3,218,939               | Not Defined                 | 1,903,133                       |
| Brownfields Reserve                                   | 380,705            | 46,890              | 427,595                 | 2,000,000                   | 153,556                         |
| Landfill Closure and Post Closure Reserve Fund        | 0                  | 101,911             | 101,911                 | 16,705,318                  | 407,827                         |
| Waterfront Development Fund                           | 240,000            | 0                   | 240,000                 | Not Defined                 | N/A                             |
| WSIB - Estimated Future Benefit Costs Reserve         | 2,271,825          | 219,040             | 2,490,865               | 3,821,468                   | 2,041,811                       |
| Downtown Investment Reserve Fund                      | 3,500,000          | 0                   | 3,500,000               | 3,500,000                   | 3,513,205                       |
| ODRP / Heart of City Reserve                          | (67,410)           | 183,689             | 116,279                 | 200,000                     | (85,799)                        |
| Social Housing - Regeneration Reserve                 | 403,775            | 237,401             | 641,176                 | Not Defined                 | N/A                             |
| Parking Reserve Fund                                  | 124,473            | (82,120)            | 42,353                  | Not Defined                 | 54,617                          |
| Progress Fund                                         | <u>25,710,903</u>  | <u>82,173</u>       | <u>25,793,076</u>       | 25,000,000                  | <u>25,354,859</u>               |
|                                                       | <b>45,679,793</b>  | <b>107,607</b>      | <b>45,787,400</b>       |                             | <b>39,360,651</b>               |
| <b><u>Restricted Reserves (Funded Externally)</u></b> |                    |                     |                         |                             |                                 |
| (a targeted reserve balance is not applicable)        |                    |                     |                         |                             |                                 |
| Provincial Gas Tax Reserve (Transit)                  | 123,703            | (28,877)            | 94,826                  |                             | 32,747                          |
| Federal Gas Tax Reserve (Infrastructure)              | 1,196,638          | (1,129,759)         | 66,879                  |                             | 40,891                          |
| Development Charges Reserve                           | (1,062,871)        | (1,263,900)         | (2,326,771)             |                             | N/A                             |
| Social Housing Providers Reserve                      | 2,343,878          | (91,000)            | 2,252,878               |                             | 1,770,652                       |
| Social Housing Capital Reserve Fund                   | 1,128,101          | 113,469             | 1,241,570               |                             | 1,171,716                       |
| Employment Assistance Retained Surplus Reserve        | 633,817            | (95,372)            | 538,445                 |                             | 604,353                         |
| Child Care ELCD Reserve                               | 95,394             | 0                   | 95,394                  |                             | 42,751                          |
| Consolidated Homelessness CHPI Reserve                | 39,927             | 0                   | 39,927                  |                             | 0                               |
| Parkland Reserve Fund                                 | 193,282            | (99,000)            | 94,282                  |                             | 158,944                         |
| Winter Games/Legacy Trust Fund                        | 58,508             | (1,700)             | 56,808                  |                             | N/A                             |
| Arts and Culture Trust Fund                           | <u>501,651</u>     | <u>201,000</u>      | <u>702,651</u>          |                             | <u>N/A</u>                      |
|                                                       | <b>5,252,028</b>   | <b>(2,395,139)</b>  | <b>2,856,889</b>        |                             | <b>3,822,054</b>                |
| <b>TOTAL RESERVES AND RESERVE FUNDS</b>               | <b>57,357,118</b>  | <b>(3,053,985)</b>  | <b>54,303,133</b>       |                             |                                 |

**2021 DETAIL OF RESERVES**  
**Estimated to December 31, 2021**

|                                                                | Opening<br>Balance | Withdrawals        | Additions      | Balance          |
|----------------------------------------------------------------|--------------------|--------------------|----------------|------------------|
| <b>OPERATING RESERVES</b>                                      |                    |                    |                |                  |
| <b>Working Reserves</b>                                        | 2,652,726          |                    |                |                  |
| Repay Roadway Lighting Improvements (2021)                     |                    |                    | 66,788         |                  |
| Repay Taxes Written Off in 2019 (Balance to repay \$1,099,263) |                    |                    | 300,000        |                  |
| Repay EORN (2020-2026)                                         |                    |                    | 28,367         |                  |
| Repay GSDL Fire Panel Replacement (2014-2024)                  |                    |                    | 18,310         |                  |
| Repay Accounting Software Upgrade (2020-2027)                  |                    |                    | 50,000         |                  |
| Repay Beyond 21 Capital Grant (2021)                           |                    |                    | 100,000        |                  |
| Council ITT Requirements for 2022                              |                    |                    | 5,500          |                  |
| Planning Department - Plans Review                             |                    |                    | 50,000         |                  |
| Planning Department - Zoning Bylaw                             |                    | (116,600)          |                |                  |
| Grant Funding                                                  |                    | (86,516)           |                |                  |
| CN Land Acquisition                                            |                    | (160,000)          |                |                  |
| CN Land Acquisition                                            |                    | (140,000)          |                |                  |
| Archaeological Management Plans (AMP)                          |                    | (200,000)          |                | 2,568,575        |
| <b>Tax Stabilization Reserve</b>                               | 300,000            |                    |                | 300,000          |
| <b>Winter Control Reserve</b>                                  | 425,719            |                    |                |                  |
| Budgeted Contribution                                          |                    | (150,000)          |                | 275,719          |
| <b>Health and Safety Reserve</b>                               | 76,022             |                    |                | 76,022           |
| <b>Municipal Elections Reserve</b>                             | 90,000             |                    |                |                  |
| 2022 Election Contribution                                     |                    |                    | 45,000         | 135,000          |
| <b>Renaissance Reserve</b>                                     | 88,826             |                    |                | 88,826           |
| <b>Medical Recruitment Reserve</b>                             | 740,475            |                    |                |                  |
| Committed Funds (Medical Scholarships/Recruitment \$415,000)   |                    |                    |                |                  |
| Budgeted Contribution                                          |                    |                    | 175,000        |                  |
| Adopt a Medical Resident                                       |                    | (50,000)           |                |                  |
| Recognize 2020 Medical Scholarships                            |                    | (60,000)           |                |                  |
| Fund Expenditures                                              |                    | (100,000)          |                | 705,475          |
| <b>TOTAL Operating Reserves</b>                                | <b>4,373,768</b>   | <b>(1,063,116)</b> | <b>838,965</b> | <b>4,149,617</b> |

**2021 DETAIL OF RESERVES**  
**Estimated to December 31, 2021**

|                                                    | Opening<br>Balance | Withdrawals        | Additions        | Balance          |
|----------------------------------------------------|--------------------|--------------------|------------------|------------------|
| <b>CAPITAL RESERVES</b>                            |                    |                    |                  |                  |
| <b>Equipment and Vehicles Reserve</b>              | 877,857            |                    |                  |                  |
| Police Contribution to Reserve                     |                    |                    | 210,000          |                  |
| Fire Contribution to Reserve                       |                    |                    | 50,000           |                  |
| MW Contribution to Reserve                         |                    |                    | 120,000          |                  |
| Transit Contribution to Reserve                    |                    |                    | 135,000          |                  |
| Capital Levy as per LTFP                           |                    |                    | 522,400          |                  |
| Fund Fire Repeaters                                |                    | (25,000)           |                  |                  |
| Fund Air Compressor MW                             |                    | (15,000)           |                  |                  |
| Fund Sidewalk Grinder - MW                         |                    | (22,000)           |                  |                  |
| Transit Items                                      |                    | (114,800)          |                  |                  |
| MW Fleet Renewal                                   |                    | (800,000)          |                  |                  |
| Fund Police Fleet                                  |                    | (190,000)          |                  |                  |
| Fund Police Servers                                |                    | (20,000)           |                  | 728,457          |
| <b>Recreation Facilities and Equipment Reserve</b> | 172,598            |                    |                  |                  |
| Budgeted Contribution - Aquatic Centre             |                    |                    | 72,000           |                  |
| Budgeted Contribution - Benson Centre              |                    |                    | 72,000           |                  |
| Budgeted Contribution - Civic Complex              |                    |                    | 198,388          |                  |
| Life Cycle Costing - LTFP                          |                    |                    | 300,000          |                  |
| Salon ABC Lighting                                 |                    | (125,000)          |                  |                  |
| Benson Centre Laser Ice Leveller                   |                    | (60,000)           |                  |                  |
| Front Entrance Patio Design                        |                    | (75,000)           |                  |                  |
| Benson Centre Downspout Repairs                    |                    | (75,000)           |                  |                  |
| Benson Centre Site Works                           |                    | (50,000)           |                  |                  |
| Complex Fork Lift                                  |                    | (25,000)           |                  |                  |
| Complex Refrigeration Plant                        |                    | (250,000)          |                  | 154,986          |
| <b>Municipal Buildings Reserve</b>                 | 1,974,732          |                    |                  |                  |
| Contribution from Buildings                        |                    |                    | 643,727          |                  |
| Contribution for Library                           |                    |                    | 85,000           |                  |
| EMS HQ                                             |                    |                    | 166,032          |                  |
| Articulating Boom Lift                             |                    | (60,000)           |                  |                  |
| Fund LTD HVAC for Justice Bldg (2021-2031)         |                    | (124,500)          |                  |                  |
| Fund LTD HVAC for Library (2018-2026)              |                    | (86,719)           |                  |                  |
| Justice Building Cladding                          |                    | (600,000)          |                  |                  |
| Justice Building Generator                         |                    | (250,000)          |                  | 1,748,272        |
| <b>Fire Equipment Reserve (Fire Marque)</b>        | 74,321             |                    |                  | 74,321           |
| <b>Land Ambulance Reserve</b>                      | 680,315            |                    |                  |                  |
| Fund Principal on LTD for Ambulances (2019-2022)   |                    | (99,474)           |                  |                  |
| Fund Power Cots                                    |                    | (75,000)           |                  |                  |
| Fund Toughbooks                                    |                    | (75,000)           |                  |                  |
| Fund Replacement Ambulances                        |                    | (800,000)          |                  |                  |
| Transfer Amortization                              |                    |                    | 780,000          | 410,841          |
| <b>Waste Management Capital Reserve</b>            | 320,376            |                    |                  |                  |
| Budgeted Contribution - Waste Disposal             |                    |                    | 270,000          |                  |
| Budgeted Contribution - Waste Diversion            |                    |                    | 100,000          |                  |
| Landfill Expansion                                 |                    | (100,000)          |                  |                  |
| Landfill Leachate                                  |                    | (250,000)          |                  |                  |
| Landfill Site Repaving                             |                    | (50,000)           |                  | 290,376          |
| <b>Land Reserve</b>                                | (2,000,189)        |                    |                  |                  |
| Interest Paid on Business Park Land Purchase Loan  |                    | (22,000)           |                  | (2,022,189)      |
| <b>Road Infrastructure Reserve</b>                 | (48,481)           |                    |                  |                  |
| Marleau Properties Rental Surplus/(Deficit)        |                    |                    | 36,644           |                  |
| Deposit R.O.W.                                     |                    |                    | 1,000            |                  |
| LED Savings                                        |                    |                    | 50,000           |                  |
| Budgeted Contribution                              |                    |                    | 100,000          |                  |
| Structure Inspections                              |                    |                    | 15,000           |                  |
| Fund Structure Inspections                         |                    | (30,000)           |                  | 124,163          |
| <b>TOTAL Capital Reserves</b>                      | <b>2,051,529</b>   | <b>(4,469,493)</b> | <b>3,927,191</b> | <b>1,509,227</b> |



**2021 DETAIL OF RESERVES**  
**Estimated to December 31, 2021**

|                                                         | Opening<br>Balance | Withdrawals        | Additions        | Balance           |
|---------------------------------------------------------|--------------------|--------------------|------------------|-------------------|
| <b>RESTRICTED RESERVES (Municipal Funding)</b>          |                    |                    |                  |                   |
| <b>Water Works Reserve</b>                              | 5,140,943          |                    |                  |                   |
| Budgeted Contribution                                   |                    |                    | 250,000          |                   |
| Fund Water Plant Capital                                |                    | (900,000)          |                  |                   |
| Interest Earned                                         |                    |                    | 38,437           |                   |
|                                                         |                    |                    |                  | 4,529,380         |
| <b>Wastewater Works Reserve</b>                         | 3,649,112          |                    |                  |                   |
| Fund Asset Management Plan - Linear Infrastructure      |                    |                    |                  |                   |
| Fund WWTP Pumphouse                                     |                    | (120,000)          |                  |                   |
| Interest Earned                                         |                    |                    | 27,850           |                   |
|                                                         |                    |                    |                  | 3,556,962         |
| <b>Building Surplus Reserve (permits)</b>               | 1,122,528          |                    |                  |                   |
| Interest Earned                                         |                    |                    | 6,336            |                   |
|                                                         |                    |                    |                  | 1,128,864         |
| <b>CAHC Operating Reserve Fund</b>                      | 3,202,939          |                    |                  |                   |
| Interest Earned - Loan to Land Reserve                  |                    |                    | 11,000           |                   |
| Interest Earned                                         |                    |                    | 5,000            |                   |
|                                                         |                    |                    |                  | 3,218,939         |
| <b>Brownfields Reserve</b>                              | 380,705            |                    |                  |                   |
| Fund Brownfields Programs                               |                    | (13,300)           |                  |                   |
| Repay Small Business Loans - Covid-19                   |                    |                    | 53,750           |                   |
| Interest Earned                                         |                    |                    | 6,440            |                   |
|                                                         |                    |                    |                  | 427,595           |
| <b>Landfill Closure and Post Closure Reserve Fund</b>   | -                  |                    |                  |                   |
| Budgeted Contribution                                   |                    |                    | 100,000          |                   |
| Interest Earned                                         |                    |                    | 1,911            |                   |
|                                                         |                    |                    |                  | 101,911           |
| <b>Waterfront Development Fund</b>                      | 240,000            |                    |                  |                   |
|                                                         |                    |                    |                  | 240,000           |
| <b>WSIB-Estimated Future Benefit Costs Reserve</b>      | 2,271,825          |                    |                  |                   |
| Contribution                                            |                    |                    | 200,000          |                   |
| Interest Earned                                         |                    |                    | 19,040           |                   |
|                                                         |                    |                    |                  | 2,490,865         |
| <b>Downtown Investment Reserve Fund</b>                 | 3,500,000          |                    |                  |                   |
| Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve |                    |                    | 15,063           |                   |
| Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve  |                    |                    | 5,691            |                   |
| Record CAHC Interest transferred to HoTC                |                    | (20,754)           |                  |                   |
| Investment income HISA                                  |                    |                    | 21,685           |                   |
| Investment income from HISA TSF HOTC Reserve            |                    | (21,685)           |                  |                   |
| Interest Earned not Paid                                |                    |                    |                  | 3,500,000         |
| <b>ODRP / Heart of City Reserve</b>                     | (67,410)           |                    |                  |                   |
| Capital Outlay                                          |                    |                    | 32,250           |                   |
| Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve |                    |                    | 15,063           |                   |
| Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve  |                    |                    | 5,691            |                   |
| Tax Incentive Grant - Non-refundable                    |                    |                    | 143,000          |                   |
| Record Investment interest transferred in               |                    |                    | 21,685           |                   |
| Loan Forgiveness                                        |                    | (34,000)           |                  |                   |
|                                                         |                    |                    |                  | 116,279           |
| <b>Social Housing - Regeneration Reserve</b>            | 403,775            |                    |                  |                   |
| Budgeted Contribution                                   |                    |                    | 232,500          |                   |
| Interest Earned                                         |                    |                    | 4,901            |                   |
|                                                         |                    |                    |                  | 641,176           |
| <b>Parking Reserve Fund</b>                             | 124,473            |                    |                  |                   |
| Fund Operating                                          |                    | (82,620)           |                  |                   |
| Interest Earned                                         |                    |                    | 500              |                   |
|                                                         |                    |                    |                  | 42,353            |
| <b>Progress Fund (Policy - 80% of Interest Earned)</b>  | 25,710,903         |                    |                  |                   |
| Benson Centre Debt Payments                             |                    | (328,700)          |                  |                   |
| Interest Earned                                         |                    |                    | 410,873          |                   |
|                                                         |                    |                    |                  | 25,793,076        |
| <b>TOTAL Restricted Reserves (Municipal Funding)</b>    | <b>45,679,793</b>  | <b>(1,521,059)</b> | <b>1,628,666</b> | <b>45,787,400</b> |

**2021 DETAIL OF RESERVES**  
**Estimated to December 31, 2021**

|                                                       | Opening<br>Balance | Withdrawals        | Additions        | Balance          |
|-------------------------------------------------------|--------------------|--------------------|------------------|------------------|
| <b>RESTRICTED RESERVES (Funded Externally)</b>        |                    |                    |                  |                  |
| <b>Provincial Gas Tax Reserve (Transit)</b>           | 123,703            |                    |                  |                  |
| Gas Tax Funding                                       |                    |                    | 655,040          |                  |
| Fund Transit Operating Expenses                       |                    | (327,030)          |                  |                  |
| 2014 Handi Transit Buses (LTD 2016-2023)              |                    | (49,679)           |                  |                  |
| 2015/2016 Conventional Buses (LTD 2016-2031)          |                    | (78,589)           |                  |                  |
| 2017 Conventional Buses (LTD 2018-2026)               |                    | (108,227)          |                  |                  |
| 2018 Conventional Buses (LTD 2020-2024)               |                    | (120,392)          |                  | 94,826           |
| <b>Federal Gas Tax Reserve (Infrastructure)</b>       | 1,196,638          |                    |                  |                  |
| 2021 Gas Tax Allocation                               |                    |                    | 2,955,155        |                  |
| 2021 Asphalt Resurfacing                              |                    | (2,418,000)        |                  |                  |
| Centertown                                            |                    | (30,000)           |                  |                  |
| Small Diameter Culvert                                |                    | (100,000)          |                  |                  |
| Bicycle Path Repairs                                  |                    | (50,000)           |                  |                  |
| Lamoureaux Park Washroom Upgrades                     |                    | (75,000)           |                  |                  |
| Lamoureaux Park Lighting Upgrades                     |                    | (375,000)          |                  |                  |
| Corporate Data Storage                                |                    | (100,000)          |                  |                  |
| Network Infrastructure                                |                    | (100,000)          |                  |                  |
| Asset Management Planning Software                    |                    | (90,000)           |                  |                  |
| Fly Creek Culvert                                     |                    | (450,000)          |                  |                  |
| Traffic Signals                                       |                    | (300,000)          |                  |                  |
| Interest Earned                                       |                    |                    | 3,086            | 66,879           |
| <b>Development Charges Reserve</b>                    | (1,062,871)        |                    |                  |                  |
| Deposits                                              |                    |                    | 1,000,000        |                  |
| Marleau Stage 2                                       |                    | (745,000)          |                  |                  |
| Fund Fire Headquarters and Training Centre            |                    | (278,400)          |                  |                  |
| New Watermain (Power Dam)                             |                    | (500,000)          |                  |                  |
| Municipal Works Yard Redevelopment                    |                    | (740,500)          |                  |                  |
| Interest                                              |                    |                    | -                | (2,326,771)      |
| <b>Social Housing Providers Reserve</b>               | 2,343,878          |                    |                  |                  |
| Fund Operating                                        |                    | (100,000)          |                  |                  |
| Interest Earned                                       |                    |                    | 9,000            | 2,252,878        |
| <b>Social Housing Capital Reserve Fund</b>            | 1,128,101          |                    |                  |                  |
| Interest Earned                                       |                    |                    | 2,469            |                  |
| Contribution to Reserves                              |                    |                    | 100,000          |                  |
| Interest Earned - Loan to Land Reserve                |                    |                    | 11,000           | 1,241,570        |
| <b>Employment Assistance Retained Surplus Reserve</b> | 633,817            |                    |                  |                  |
| Fund Operating Budget                                 |                    | (81,634)           |                  |                  |
| Fund Circles Program                                  |                    | (13,738)           |                  | 538,445          |
| <b>Child Care ELCD Reserve</b>                        | 95,394             |                    |                  | 95,394           |
| Fund Operating                                        |                    |                    |                  |                  |
| <b>Consolidated Homelessness CHPI Reserve</b>         | 39,927             |                    |                  | 39,927           |
| <b>Parkland Reserve Fund</b>                          | 193,282            |                    |                  |                  |
| Subdivision Pak Design                                |                    | (100,000)          |                  |                  |
| Interest Earned                                       |                    |                    | 1,000            | 94,282           |
| <b>Winter Games/Legacy Trust Fund</b>                 | 58,508             |                    |                  |                  |
| Fund Plaques                                          |                    | (300)              |                  |                  |
| Legacy Awards                                         |                    | (2,000)            |                  |                  |
| Interest Earned                                       |                    |                    | 600              | 56,808           |
| <b>Arts and Culture Trust Fund</b>                    | 501,651            |                    |                  |                  |
| Donations Received/Collected                          |                    |                    | 200,000          |                  |
| Interest Earned                                       |                    |                    | 1,000            | 702,651          |
| <b>TOTAL Restricted Reserves (Funded Externally)</b>  | <b>5,252,028</b>   | <b>(7,333,489)</b> | <b>4,938,350</b> | <b>2,856,889</b> |

# 2021 COMMUNITY PARTNERS

# Community Partners

The City supports many organizations who provide programs and services to our community. Funding support for Community Partners are local initiatives where Agreements or Memorandums of Understanding are in place.

The following chart provides past approved budgets for Community Partners and the 2021 budget submission.

| Community Partners                          | 2018<br>Approved   | 2019<br>Approved   | 2020<br>Approved   | 2021<br>Submission |
|---------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Eastern Ontario Health Unit (EOHU)          | \$734,962          | \$749,661          | \$817,138          | \$728,413          |
| Raisin Region Conservation Authority (RRCA) | \$492,489          | \$508,666          | \$537,600          | \$548,352          |
| Cornwall Regional Airport                   | \$98,558           | \$85,000           | \$103,049          | \$103,049          |
| Heritage Cornwall                           | \$10,615           | \$6,360            | \$5,475            | \$0                |
| SD&G Historical Society                     | \$70,000           | \$70,000           | \$100,000          | \$100,000          |
| Eastern Ontario Regional Network (EORN)     | \$25,858           | \$25,858           | \$54,225           | \$54,225           |
| Heart of the City                           | \$30,000           | \$30,000           | \$30,000           | \$0                |
| Cornwall Innovation Centre (CIC)            | \$50,000           | \$50,000           | \$50,000           | \$0                |
| Aultsville Theatre                          | \$97,000           | \$97,000           | \$127,000          | \$127,000          |
| St Lawrence College (SLC)                   | \$100,000          | \$100,000          | \$0                | \$0                |
| <b>Total</b>                                | <b>\$1,709,482</b> | <b>\$1,722,545</b> | <b>\$1,824,487</b> | <b>\$1,661,039</b> |

## Community Partners

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

The EOHU provided information to the City that the 2021 municipal budget contribution levels will remain at 2020 levels. When the Health Unit received its 2020 budget approval last September from the province, it stated that contribution levels will remain unchanged until the end of 2021. One-time funding from the Ministry will be provided again in 2021 to offset the change in the funding ratio (from 75% provincial – 25% municipal to 70% provincial – 30% municipal) anticipated for 2022. The municipal portion of budget contributions will remain at 25% through to the end of 2021. Because the City included the change in funding for 2020, the 2021 budget will decrease compared to the 2020 budget by \$88,725. Included in the 2021 budget is a transfer of \$728,413 to the EOHU.

The RRCA submitted an estimated 2021 budget increase of \$10,752 (2%) when compared to 2020.

The 2021 budget for the Cornwall Regional Airport was included at \$103,049, the same funding level as in 2020. A 2021 budget has not yet been received from the Commission at the time of printing the budget book.

Due to the Covid-19 pandemic, Heritage-Patrimoine Cornwall has enough money in its operating account to fund its expenses for 2021 and is therefore not seeking any funding for the year 2021.

The Memorandum of Understanding with the Historical Society is currently being reviewed. For the 2021 budget, the City has included the same amount as was budgeted in 2020 (\$100,000).

The 2021 budget continues to support the Eastern Ontario Regional Network's broadband internet access project and the cell gap and capacity project. The City's commitment is \$54,225 per year to 2026 (budget of \$25,858 and a \$28,367 pay back to the Working Reserve).

The 2021 budget does not include funding for Heart of the City (2020 - \$30,000) or CREATE (Cornwall Innovation Centre, 2020 - \$50,000).

In 2020, St. Lawrence College (SLC) informed Aultsville Theatre and the City that it is no longer able to financially support the Theatre as it is not part of the College's mandate. SLC continues to provide space to Aultsville Theatre at cost recovery, though during the COVID-19 pandemic, SLC has not charged rent to the Theatre. The budget for Aultsville Theatre is included as part of the budget for Recreation Services.

2019 was the final year of the \$100,000 annual commitment to SLC to support the SLC revitalization project and an endowment fund that was approved by Council and commenced in 2010.

## Cornwall Public Library

Each year, much like City departments, the Cornwall Public Library submits its operating and capital budgets to the City, so that it is included for consideration with the City's annual budget.

The Library's 2021 operating budget submission increased by \$27,226 or 1.24% when compared to 2020. The capital budget increased by \$52,600 or 65.75%. The total budget submission increased by \$79,826 or 3.52%. The Library's budget is detailed on page P-5.

## Municipal Grants Program

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

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

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

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

The Municipal Grants Review Committee is in the process of finalizing applications for the 2021 year. The annual budget set aside for this Program as per Policy is \$200,000 (\$113,484 plus the 2020 carry forward of \$86,516).



## Community Partnership Program

The Community Partnership Program offers an opportunity for non-profit organizations to partner with the City of Cornwall for capital project initiatives that would benefit the community.

The Program supports capital projects of an unusual or extraordinary nature, with a total projected capital cost of at least \$100,000, that will build upon, add to, or improve a capital asset.

In 2020, the City provided funding in the amount of \$100,000 to Beyond 21 in support of their renovation project at 1924 Pitt Street. The grant was funded through the Working Reserve. The 2021 budget includes a contribution to the Working Reserve to pay this amount back.

Currently, there are no funds in the 2021 budget to support applications that may come in through this Program.

There is no funding in the budget for the following initiative:

Eastern Ontario Agri-Food Network – Presentation by Tom Manley, Executive Director to City Council on Jan 11, 2021. The request for funding is to facilitate collaboration in the regional agri-food value chains between the municipal economic development departments, regional agencies and stakeholders, farmers, food processors, food artisans, distributors and retailers, restaurants, and consumers to improve quality of life and economic prosperity of the region of Cornwall, SDG, Prescott-Russell and Akwesasne. The funding request from Cornwall is \$35,000 per year for three years.

## Operating and Capital Financial Summary

|                                       | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change              | %<br>Change           |
|---------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------|
| <b>OPERATING</b>                      |                           |                                    |                           |                           |                           |                       |
| <b>EXPENDITURES</b>                   |                           |                                    |                           |                           |                           |                       |
| Salaries and Benefits                 | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Purchase of Goods                     | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Services and Rents                    | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Financing LTD Principal & Interest    | \$102,958                 | \$85,798                           | \$102,958                 | \$102,958                 | \$0                       | 0.00%                 |
| Financial and Transfers               | <u>\$4,306,701</u>        | <u>\$4,027,584</u>                 | <u>\$4,386,330</u>        | <u>\$4,311,358</u>        | <u>(\$74,972)</u>         | <u>(1.71%)</u>        |
| <b>Subtotal</b>                       | <b><u>\$4,409,659</u></b> | <b><u>\$4,113,382</u></b>          | <b><u>\$4,489,288</u></b> | <b><u>\$4,414,316</u></b> | <b><u>(\$74,972)</u></b>  | <b><u>(1.67%)</u></b> |
| <b>REVENUE</b>                        |                           |                                    |                           |                           |                           |                       |
| Provincial and Federal Grants         | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Other Municipalities                  | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Fees, Service Charges, & Misc Revenue | \$15,000                  | \$40,000                           | \$48,750                  | \$0                       | (\$48,750)                | (100.00%)             |
| Internal Revenue                      | \$0                       | \$0                                | \$0                       | \$0                       | \$0                       | 0.00%                 |
| Contribution from Reserves            | <u>\$294,429</u>          | <u>\$233,412</u>                   | <u>\$83,908</u>           | <u>\$173,235</u>          | <u>\$89,327</u>           | <u>106.46%</u>        |
| <b>Subtotal</b>                       | <b><u>\$309,429</u></b>   | <b><u>\$273,412</u></b>            | <b><u>\$132,658</u></b>   | <b><u>\$173,235</u></b>   | <b><u>\$40,577</u></b>    | <b><u>30.59%</u></b>  |
| <b>NET OPERATING COST (TAXATION)</b>  | <b><u>\$4,100,230</u></b> | <b><u>\$3,839,970</u></b>          | <b><u>\$4,356,630</u></b> | <b><u>\$4,241,081</u></b> | <b><u>(\$115,549)</u></b> | <b><u>(2.65%)</u></b> |
| <b>CAPITAL</b>                        |                           |                                    |                           |                           |                           |                       |
| Gross Capital                         | \$100,000                 | \$80,000                           | \$165,000                 | \$132,600                 | (\$32,400)                | (19.64%)              |
| Capital Funding                       | <u>\$0</u>                | <u>\$0</u>                         | <u>(\$85,000)</u>         | <u>\$0</u>                | <u>\$85,000</u>           | <u>(100.00%)</u>      |
| <b>NET CAPITAL COST (TAXATION)</b>    | <b><u>\$100,000</u></b>   | <b><u>\$80,000</u></b>             | <b><u>\$80,000</u></b>    | <b><u>\$132,600</u></b>   | <b><u>\$52,600</u></b>    | <b><u>65.75%</u></b>  |
| <b>TOTAL OPERATING AND CAPITAL</b>    | <b><u>\$4,200,230</u></b> | <b><u>\$3,919,970</u></b>          | <b><u>\$4,436,630</u></b> | <b><u>\$4,373,681</u></b> | <b><u>(\$62,949)</u></b>  | <b><u>(1.42%)</u></b> |

|                                              | 2019<br>Actuals           | 2020<br>Actuals Nov<br>(Not Final) | 2020<br>Budget            | 2021<br>Submission        | \$<br>Change             | %<br>Change           |
|----------------------------------------------|---------------------------|------------------------------------|---------------------------|---------------------------|--------------------------|-----------------------|
| <b>CONTRACTUAL</b>                           |                           |                                    |                           |                           |                          |                       |
| Cornwall Public Library - Operating          | \$2,132,288               | \$2,002,800                        | \$2,190,093               | \$2,217,319               | \$27,226                 | 1.24%                 |
| Cornwall Public Library - Net Capital        | \$100,000                 | \$80,000                           | \$80,000                  | \$132,600                 | \$52,600                 | 65.75%                |
| Cornwall Public Library - Net Financing LTD  | \$102,958                 | \$85,799                           | \$102,958                 | \$102,958                 | \$0                      | 0.00%                 |
| S.D. & G. Historical Society                 | \$70,000                  | \$100,000                          | \$100,000                 | \$100,000                 | \$0                      | 0.00%                 |
| Cornwall & Regional Airport                  | \$86,050                  | \$103,050                          | \$103,049                 | \$103,049                 | \$0                      | 0.00%                 |
| Eastern Ontario Health Unit                  | \$742,853                 | \$707,766                          | \$817,138                 | \$728,413                 | (\$88,725)               | (10.86%)              |
| Heritage Cornwall                            | \$5,640                   | \$5,474                            | \$5,475                   | \$0                       | (\$5,475)                | (100.00%)             |
| Raisin Region Conservation Authority         | \$524,941                 | \$494,811                          | \$537,600                 | \$548,352                 | \$10,752                 | 2.00%                 |
| Heart of the City                            | \$30,000                  | \$0                                | \$30,000                  | \$0                       | (\$30,000)               | (100.00%)             |
| Medical Recruitment / Scholarship            | \$100,000                 | \$161,952                          | \$175,000                 | \$175,000                 | \$0                      | 0.00%                 |
| St. Lawrence College                         | \$100,000                 | \$0                                | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Eastern Ontario Regional Network             | \$25,858                  | \$25,858                           | \$25,858                  | \$25,858                  | \$0                      | 0.00%                 |
| Beyond 21 - Capital Campaign                 | \$0                       | \$100,000                          | \$0                       | \$0                       | \$0                      | 0.00%                 |
| Cornwall Innovation Centre                   | \$50,000                  | \$0                                | \$50,000                  | \$0                       | (\$50,000)               | (100.00%)             |
| <b>TOTAL CONTRACTUAL</b>                     | <b><u>\$4,070,588</u></b> | <b><u>\$3,867,510</u></b>          | <b><u>\$4,217,171</u></b> | <b><u>\$4,133,549</u></b> | <b><u>(\$83,622)</u></b> | <b><u>(1.98%)</u></b> |
| Payback to Working Reserves (EORN)           | \$0                       | \$28,367                           | \$28,367                  | \$28,367                  | \$0                      | 0.00%                 |
| Beyond 21 - Capital to/from Working Reserves | \$0                       | (\$100,000)                        | \$0                       | \$100,000                 | \$100,000                | 100.00%               |
| Building Reserve - Net                       | (\$11,078)                | \$12,609                           | (\$8,908)                 | (\$1,719)                 | \$7,189                  | (80.70%)              |
| Municipal Grants Program - Net               | <u>\$140,720</u>          | <u>\$111,484</u>                   | <u>\$200,000</u>          | <u>\$113,484</u>          | <u>(\$86,516)</u>        | <u>(43.26%)</u>       |
| <b>TOTAL OPERATING AND CAPITAL</b>           | <b><u>\$4,200,230</u></b> | <b><u>\$3,919,970</u></b>          | <b><u>\$4,436,630</u></b> | <b><u>\$4,373,681</u></b> | <b><u>(\$62,949)</u></b> | <b><u>(1.42%)</u></b> |

# Cornwall Public Library

## Draft Budget 2021

|                                                      | Jan - Dec 20       | Jan - Dec 21       | % Change       |
|------------------------------------------------------|--------------------|--------------------|----------------|
| <b>Operating</b>                                     |                    |                    |                |
| Revenue                                              |                    |                    |                |
| Province Per H'hold                                  | \$92,828           | \$92,828           | 0.00%          |
| City of Cornwall, Development Charges                | 33,750             | 0                  | -100.00%       |
| Project Donations & Grants                           | 8,600              | 4,100              | -52.33%        |
| Photocopy/Rental/Sales                               | 23,500             | 17,500             | -25.53%        |
| Fees/Lost Book Replacement                           | 19,400             | 14,000             | -27.84%        |
| Sundry                                               | 2,500              | 0                  | -100.00%       |
| Community Donations                                  | 600                | 600                | 0.00%          |
| <b>Total Revenue</b>                                 | <b>\$181,178</b>   | <b>\$129,028</b>   | <b>-28.78%</b> |
| Expenses                                             |                    |                    |                |
| Salaries                                             | \$1,306,060        | \$1,087,277        | -16.75%        |
| Benefits                                             | 330,351            | 284,904            | -13.76%        |
| Administration                                       | 58,660             | 87,660             | 49.44%         |
| Property Maintenance                                 | 139,500            | 145,090            | 4.01%          |
| Utilities                                            | 119,000            | 121,380            | 2.00%          |
| Library Materials                                    | 232,150            | 308,881            | 33.05%         |
| Projects                                             | 59,200             | 4,100              | -93.07%        |
| Library Supplies & Services                          | 80,750             | 107,295            | 32.87%         |
| Equipment & Furniture                                | 5,000              | 15,000             | 200.00%        |
| Professional Development                             | 18,000             | 19,760             | 9.78%          |
| Promotion                                            | 9,800              | 15,000             | 53.06%         |
| Library Programming                                  | 7,800              | 45,000             | 476.92%        |
| Photocopying Services                                | 5,000              | 5,000              | 0.00%          |
| New Services*                                        | 0                  | 100,000            | 100.00%        |
| <b>Total Expenses</b>                                | <b>\$2,371,271</b> | <b>\$2,346,347</b> | <b>-1.05%</b>  |
| <b>City of Cornwall, Tax Based Operating Funding</b> | <b>\$2,190,093</b> | <b>\$2,217,319</b> | <b>1.24%</b>   |
| <b>Capital</b>                                       |                    |                    |                |
| Gross Capital Projects                               | \$165,000          | \$132,600          | -19.64%        |
| City of Cornwall, Reserves (City)                    | (85,000)           | 0                  | -100.00%       |
| <b>City of Cornwall, Tax Based Capital Funding</b>   | <b>\$80,000</b>    | <b>\$132,600</b>   | <b>65.75%</b>  |
| <b>City of Cornwall, Total Tax Based Funding</b>     | <b>\$2,270,093</b> | <b>\$2,349,919</b> | <b>3.52%</b>   |

### 2021 Itemized Capital Projects

|                                 |                         |
|---------------------------------|-------------------------|
| Front Steps                     | \$20,000                |
| Fire Pump                       | 20,000                  |
| Painting first floor of library | 75,000                  |
| Exterior fencing west wall      | <u>17,600</u>           |
| <b>Total Capital</b>            | <b><u>\$132,600</u></b> |

### \*New Services

The strategic planning process for the Cornwall Public Library has commenced and will determine areas of service need. This would include the hiring of at least 2 librarians who would provide services in areas the Library typically has not offered.

Examples include a new Outreach Librarian, Reference and Research Librarian and /or a Local History and Genealogy Librarian.