

Meeting #: 2020-01
Date: Monday, January 13, 2020, 7:00 PM
Location: City Hall, Council Chambers, 360 Pitt Street, Cornwall, Ontario, K6J 3P9
Chair: Bernadette Clement, Mayor
Prepared By: Manon L. Levesque, City Clerk

**In-Camera Session / Rise and Report from the In-Camera Meeting of
Monday, January 13, 2020.**

Motion to move into a Closed Meeting at 5:00 p.m. to address matters
pertaining to Section 239 (2) and (3.1) of the Municipal Act, 2001.

A meeting or part of a meeting may be closed to the public if the subject
matter being considered is:

Item #1, Sale of Land, Report #2020-231-Financial Services

c) a proposed or pending acquisition or disposition of land by the
municipality or local board

Item #2, Acquisition of Land, Report #2020-242-Infrastructure and
Municipal Works

c) a proposed or pending acquisition or disposition of land by the
municipality or local board

Item #3, Surplus Land, Report #2020-246-Infrastructure and Municipal
Works

c) a proposed or pending acquisition or disposition of land by the
municipality or local board

Item #4, Property Acquisition, Report #2020-243-Infrastructure and
Municipal Works

c) a proposed or pending acquisition or disposition of land by the
municipality or local board

Item #5, Existing Contract, Report #2020-226-Financial Services

e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

Item #6, Bargaining Update, Report 2020-255-Corporate Services

d) labour relations or employee negotiations

Moment of Personal Reflection

Réflexion personnelle

National Anthem

Hymne national

Acting Mayor

The Acting Mayor for this month is Councillor Syd Gardiner.

Opening

Ouverture

We acknowledge that we are gathering on the traditional territory of the Mohawk people of Akwesasne.

Roll Call

Appel nominal

Additions, Deletions or Amendments

Ajouts, retraits ou modifications

All matters listed under General Consent, save and except “Delegations” are considered to be routine and will be enacted by one motion. Should a Council Member wish an alternative action from the proposed recommendation, the Council Member shall request that this matter be moved to “Communications” at this time.

Adoption of Agenda

Ratification de l'Ordre du jour

The Agenda for Monday, January 13, 2020, is being presented for adoption as presented / amended.

Disclosure of Interest

Déclarations d'intérêts pécuniaires

Committee of the Whole

Séance de commission étendue à la chambre entire

We will now go into Committee of the Whole and that all Minutes, Presentations, Delegations, Consent/Correspondence, Resolutions, Reports and By-laws shall be considered and referred to that Committee.

Adoption of Minutes

1

Ratification des procès-verbaux

The Minutes of Monday, December 9, 2019, are being presented for adoption.

Presentations

Présentations

12.1 Landfill Cost Accounting Analysis by Derek Ali P. Eng from DFA Infrastructure International, 2020-255-Infrastructure and Municipal Works

13

Action Recommended

That Council receive the Cost of Service Report and presentation completed by DFA Infrastructure International Inc.

12.2 Tourism Development Corporation of Cornwall by Etienne Saint-Aubin, 2020-254-Corporate Services

98

Action Recommended

That Council receive Report 2020-254-Corporate Services.

Delegations

Délégations

Consent/Correspondence

Consentement et correspondance

14.1 Proclamation of Developmental Services Worker Month, 2020-250-

108

Corporate Services

Action Recommended

That Council proclaim the month of January, 2020, as
“Developmental Services Worker Month” in the City of Cornwall.

14.2 Proclamation of Hearth Month, 2020-251-Corporate Services 111

Action Recommended

That Council proclaim the month of February, 2020, as "Heart
Month" in the City of Cornwall.

14.3 Elected Officials Expense Statements for the Period of October 1, 2019 to November 30, 2019, 2020-229-Financial Services 114

Action Recommended

That Council receive the Statement of Expenses for Elected
Officials for the period October 1 to November 30, 2019.

Resolutions / Business Arising from Notice of Motion

To be considered by separate motion.

Résolutions et affaires émanant des avis de motions / Pour être considéré
par une motion séparé.

Unfinished Business Reports

Rapports des affaires incompletes

16.1 Electoral System Review Public Consultation, 2020-249-Corporate Services 126

Action Recommended

That Council receive Report 2020-249-Corporate Services.

Communications / Reports

Communications et rapports

17.1 Child Care Division Business Practice Guidelines for 2020, 2020-204-Social and Housing Services 132

Action Recommended

That Council approve the 2020 Child Care Division Business

Practice Guidelines for the distribution of Special Purpose, General Operating and Fee Subsidy Funding to Operators that have a service contract with the City of Cornwall as outlined in the background discussion of Report 2020-204-Social and Housing Services.

17.2 Renewal of Service Agreements for early Years Programs for 2020, 2020-205-Social and Housing Services **167**

Action Recommended

That Council authorize the renewal and the signing of new Agreements with the Early Years' Service Providers, including two EarlyON Child and Family Support Program Service Providers and one Special Needs Resource Service Provider, for 2020. That Council approve the process for distributing the 2020 allocations to the EarlyON and Special Needs Resource Service Providers from the Child Care budget in accordance with the Child Care and Early Years Act, 2014.

17.3 ICIP – Green Infrastructure Funding Stream, 2020-250-Infrastructure and Municipal Works **202**

Action Recommended

- a. That Council endorse a submission of an application to the Investing in Canada Infrastructure (ICIP) – Green Infrastructure Funding Stream; and
- b. That the project submitted for the funding program shall be Phase 1 of the Pitt Street North Watermain Relining project.

Tenders and Requests for Proposals

Soumissions et demandes de propositions

18.1 19-T70 Landfill Gas Flaring System, 2020-228-Financial Services **231**

Action Recommended

That Tender 19-T70 be awarded to Black & McDonald Limited, from Ottawa, Ontario, at the total bid price of \$1,557,714.93 (net cost to the Corporation - \$1,407,743.99) being the best bid meeting the tender specifications.

New Business

| | | |
|------|--|-----|
| 19.1 | Creation of Remote Worker Attraction Strategy, 2020-06-Council Members | 235 |
|------|--|-----|

Whereas remote working is a high tech, and high skills sector primed for growth; and

Whereas the majority of remote workers are young adults; and

Whereas Cornwall is a prime location to attract remote workers;
and

Now therefore be it resolved that a report containing a strategy to attract and retain remote workers be prepared by our Economic Development Department and be presented to Council for the February 24th, 2020 meeting.

Passing of By-laws

Adoption des règlements municipaux

By-laws 2019-001 to 2019-010 inclusive, listed on the Agenda, are being presented to Council for adoption.

| | | |
|------|---|-----|
| 20.1 | 2020-001 By-law Brookdale Avenue North- CNR Crossing Agreement, 2020-247-Infrastructure and Municipal Works , 2020-248-Infrastructure and Municipal Works | 236 |
|------|---|-----|

| | | |
|------|---|-----|
| 20.2 | 2020-002 By-law Amend Parking Restrictions to Traffic and Parking By-law 069-89, 2020-253-Corporate Services, 2020-262-Infrastructure and Municipal Works | 249 |
|------|---|-----|

| | | |
|------|---|-----|
| 20.3 | 2020-003 By-law Assume Municipal Services Pinewood Forest , 2020-252-Infrastructure and Municipal Works, 2020-253- Infrastructure and Municipal Works | 257 |
|------|---|-----|

| | | |
|------|--|-----|
| 20.4 | 2020-004 By-law Short Term Lease Agreement with the Cornwall Square Heritage Fair Display, 2020-230-Financial Services | 263 |
|------|--|-----|

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|------|---|-----|
| 20.5 | 2020-005 By-Law Remove Agreement Cartwave Realty , 2020-241-Planning, Development and Recreation, 2020-247-Planning, Development and Recreation | 271 |
|------|---|-----|

| | | |
|------|--|-----|
| 20.6 | 2020-006 By-law to repeal By-Law 2019-108 Dr. Mohammad H. Mohammad-Shahi, 2020-237-Planning, Development and | 278 |
|------|--|-----|

Recreation

| | | |
|--------------|---|------------|
| 20.7 | 2020-007 Marguerite d'Youville and Easton, 2020-232-Financial Services | 280 |
| 20.8 | 2020-008 By-law East Ridge Phase 8 Subdivision Agreement, 2020-241-Infrastructure and Municipal Works, 2020-254-Infrastructure and Municipal Works | 284 |
| 20.9 | 2020-009 By-law ICIP – Green Infrastructure Funding Stream, 2020-251-Infrastructure and Municipal Works | 290 |
| 20.10 | 2020-010 By-law Renaissance, 106B-106 Walton, 2020-236-Planning, Development and Recreation, 2020-239-Planning, Development and Recreation | 293 |

Reports from Standing / Special Committees of Council

Rapports des comités du Conseil

Notice of Motion

Avis de motion

| | | |
|-------------|---|------------|
| 22.1 | AFMO - Hosting 2020 Annual Conference in Cornwall, 2020-248-Corporate Services | 297 |
|-------------|---|------------|

Pending Business Listing

Liste des dossiers incomplets

The Pending Business Listing of Monday, January 13, 2020, is being presented to Council to receive.

| | | |
|-------------|--|------------|
| 23.1 | Unfinished Business Listing for January 13, 2020, 2020-247-Corporate Services | 299 |
|-------------|--|------------|

Action Recommended

That Council receive the Unfinished Business Listing for January 13, 2020.

Confirming By-law

Règlement municipal de ratification

By-law 2019-011, being a By-law to confirm the proceedings of the

Council of The Corporation of the City of Cornwall at its meetings held on Monday, January 13, 2020, is being presented to Council for adoption.

**24.1 2020-011 Confirming By-law for the Meeting of January 13, 2020,
2020-252-Corporate Services**

302

Adjournment

Ajournement

The next regular public meeting of Council will be held on Monday, January 27, 2020.



Minutes

Cornwall City Council

Meeting #: 2019-32
Date: Monday, December 9, 2019, 7:00 PM
Location: Council Chambers
Chair: Bernadette Clement, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

Attendance Committee Members: Bernadette Clement, Mayor
Claude E. McIntosh, Councillor
Elaine MacDonald, Councillor
Syd Gardiner, Councillor
Dean Hollingsworth, Councillor
Carilyne Hébert, Councillor
Maurice Dupelle, Councillor
Glen Grant, Councillor
Todd Bennett, Councillor
Justin Towndale, Councillor
Eric Bergeron, Councillor

Attendance Administration: Maureen Adams, CAO
Manon L. Levesque, City Clerk
Debbie Caskenette, Deputy Clerk
Geoffrey Clarke, General Manager,
Corporate Services
Mark A. Boileau, General Manager,
Planning, Development and Recreation
Tracey Bailey, General Manager,
Financial Services
Bill de Wit, Acting General Manager,
Infrastructure and Municipal Works
Bill Lister, EMS Chief
Pierre Voisine, Fire Chief
Stacey Ferguson, Administrator, Social
and Housing Services

Steven Golden, Administrator, Glen Stor
Dun Lodge
Jeff Weber, Deputy Fire Chief
Michael Fawthrop, Division Manager,
Infrastructure Planning
Scott Porter, Supervisor, Parks and
Landscaping
Danielle Watson, Supervisor, Waste
Management
Emma Meldrum, Public Information
Coordinator

**1. In-Camera Session / Rise and Report from the In-Camera Meeting of
Monday, December 9, 2019**

Motion to move into a Closed Meeting at 5:00 p.m. to address matters pertaining to Section 239 (2) and (3.1) of the Municipal Act, 2001.

A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

Item #1, Bargaining Update, Report 2019-246-Corporate Services

d) labour relations or employee negotiations

Item #2, Purchase of Land, 2019-203-Fire Services

c) a proposed or pending acquisition or disposition of land by the municipality or local board

Item #3, Sale of Land, 2019-225-Financial Services

c) a proposed or pending acquisition or disposition of land by the municipality or local board

2. Moment of Personal Reflection

3. National Anthem

4. Acting Mayor

5. Opening

The Mayor acknowledged that we gather on the traditional territory of the Mohawk people of Akwesasne.

6. Roll Call

7. Additions, Deletions or Amendments

1. Addition of By-law 2019-165, A By-law to authorize the Purchase of Land at 735 Tollgate Road.

2. Amendment to the Confirming By-law from 2019-165 to 2019-166.

8. Adoption of Agenda

Moved By: Glen Grant, Councillor

Seconded By: Maurice Dupelle, Councillor

Motion to adopt the Agenda as amended.

Motion Carried

9. Disclosure of Interest

Councillor Carilyne Hebert declared a conflict of interest on Presentation Item 12.1, Community Safety and Well-Being Plan, as the CSWB Plan is a joint project with the Social Development Council, her employer.

10. Committee of the Whole

Moved By: Claude E. McIntosh, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to go into Committee of the Whole and to consider and refer all Minutes, Presentations, Delegations, Consent/Correspondence, Resolutions, Reports and By-laws to that Committee.

Motion Carried

11. Adoption of Minutes

Moved By: Elaine MacDonald, Councillor

Seconded By: Justin Towndale, Councillor

Motion to the adopt the following minutes as presented: Special Meeting of Council -November 25, 2019 (Procedural By-law); Regular Meeting of Council-November 25, 2019 and Special Meeting of Council-December 2, 2019 (Water and Sewer Budget).

Motion Carried

12. Presentations

Having declared a conflict of interest on this matter, Councillor Carilyne Hébert stepped away from the table.

1. Community Safety and Well-Being Plan by Carmen Cousineau and Inspector Dave Michaud, 2019-242-Corporate Services

Carmen Cousineau, Project Coordinator and Staff Sergeant David Michaud presented an overview of the first version of the joint collaboration of the S.D. & G. United Counties, Cornwall and Akwesasne: Vibrant Communities - Our Safety and Well-Being Plan. Ms. Cousineau outlined the next steps of the working group to review, refine or reaffirm the action plans and begin the implementation of the strategies and measures within the Plan.

Moved By: Syd Gardiner, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt the Stormont, Dundas, Glengarry, Cornwall and Akwesasne (SDGCA): Vibrant Communities – Our Safety and Well-Being Plan, Version 1, dated December, 2019.

Motion Carried

13. Delegations

There were no Delegations.

14. Consent/Correspondence

Councillor Carilyne Hébert returned to the ongoing meeting.

Motion to approve all recommendations presented in the Consent portion of the Agenda of Monday, December 9, 2019.

Moved By: Maurice Dupelle, Councillor

Seconded By: Glen Grant, Councillor

Motion Carried

1. Army, Navy and Air Force Veterans Tax Exemption Request, 2019-243-Corporate Services

Motion to refer the request for a municipal tax exemption to Administration for a report.

2. Proclamation – Children’s Christmas Fund Week, 2019-236-Corporate Services

Motion to proclaim the week of December 15 to 21, 2019, as "Children's Christmas Fund Week" in the City of Cornwall and allow its flag to be flown at 340 Pitt Street for the duration of that period.

3. Proclamation – Alzheimer Awareness Month, 2019-241-Corporate Services

Motion to proclaim January, 2020, as "Alzheimer Awareness Month" in the City of Cornwall.

15. Resolutions / Business Arising from Notice of Motion

1. Bill 132 Safe Drinking Water Act and Aggregate Resources Act, 2019-05-Council Members

Moved By: Justin Towndale, Councillor

Seconded By: Eric Bergeron, Councillor

Motion to defer this matter and direct Administration to prepare a report.

Motion Defeated

Moved By: Syd Gardiner, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to direct Administration to forward the Resolution to the Stormont-Dundas-South Glengarry's MPP and MP for their support and to AMO requesting that it be sent to all municipalities in Ontario for their support.

Motion Carried

16. Unfinished Business Reports

1. Request to Designate the Waterfront Trail as a Smoke-Free Zone, 2019-233-Planning, Development and Recreation

Moved By: Claude E. McIntosh, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to designate all City parks, trails and all public areas within 20m of community recreational facilities with the exception of the RCAF as smoke free.

Motion Carried

2. Rotary Circle Decorative Lighting, 2019-234-Planning, Development and Recreation

Moved By: Eric Bergeron, Councillor

Seconded By: Justin Towndale, Councillor

Motion to receive this report and to install lights on the evergreen trees around the circle at a cost of \$7,600 being 50% of the total cost of \$15,200.

Motion Carried

17. Communications / Reports

1. 2019 Carry Forwards - Capital, 2019-219-Financial Services

Moved By: Glen Grant, Councillor

Seconded By: Todd Bennett, Councillor

Motion to approve the carry forward of the capital projects listed on Schedule 1 of Report 2019-219-Financial Services.

Motion Carried

2. 2019 Carry Forwards - Operations, 2019-220-Financial Services

Moved By: Syd Gardiner, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to approve the carry forward of 2019 operations to 2020.

Motion Carried

3. Transfer Payments to City Partners, 2019-218-Financial Services

Moved By: Elaine MacDonald, Councillor

Seconded By: Maurice Dupelle, Councillor

Motion to authorize Administration to continue monthly transfer payments for operating costs to the identified City Partners listed below.

Motion Carried

4. Update on Blue Box Transition to Full Producer Responsibility, 2019-236-Infrastructure and Municipal Works

Moved By: Glen Grant, Councillor

Seconded By: Todd Bennett, Councillor

Motion to receive Report 2019-236-Infrastructure and Municipal Works for information.

Motion Carried

5. Falcon Homes - Part Lot Control, 2019-227-Planning, Development and Recreation

Moved By: Syd Gardiner, Councillor

Seconded By: Maurice Dupelle, Councillor

Motion to approve the following:

(a) That Part Lot Control be removed from Lot(s) 6, 8, 9 and 10 on Registered Plan 52M-43, City of Cornwall; and

(b) That Part Lot Control be reinstated on the semi-detached lots in the Belfort Estates Subdivision, once the subject lots have been created by the appropriate procedure.

Motion Carried

18. Tenders and Requests for Proposals

There were no Tenders or Requests for Proposals.

19. New Business

There was no New Business items.

20. Passing of By-laws

Moved By: Justin Towndale, Councillor
Seconded By: Todd Bennett, Councillor

Motion to approve By-laws 2019-150 to 2019-164 inclusive as listed on the Agenda.

Motion Carried

Moved By: Elaine MacDonald, Councillor
Seconded By: Glen Grant, Councillor

Motion to approve By-law 2019-165, By-law for the Purchase of Land at 735 Tollgate Road.

| Recorded | For | Against | Abstain |
|-----------------------------------|------------|----------------|----------------|
| Bernadette Clement, Mayor | X | | |
| Claude E. McIntosh, Councillor | X | | |
| Elaine MacDonald, Councillor | X | | |
| Syd Gardiner, Councillor | X | | |
| Dean Hollingsworth, Councillor | X | | |
| Carilyne Hébert, Councillor | X | | |
| Maurice Dupelle, Councillor | X | | |
| Glen Grant, Councillor | X | | |
| Todd Bennett, Councillor | X | | |
| Justin Towndale, Councillor | X | | |
| Eric Bergeron, Councillor | | X | |
| Results | 10 | 1 | 0 |

Motion Carried (10 to 1)

1. **2019-150 By-law Annual Remuneration and Expenses to Members of Council, 2019-245-Corporate Services**
2. **2019-151 A By-law to authorize the borrowing of funds to provide financing for capital works and vehicles, 2019-221-Financial Services**
3. **2019-152 A By-law directing and enacting the manner in which the 2020 interim levy authorized by Section 317 of the Municipal Act, 2001 to be collected, 2019-214-Financial Services**

4. **2019-153 A By-law to provide for the supply and distribution of water and the collection of rates for the use of water and water-related services, 2019-224-Financial Services**
5. **2019-154 A By-law to authorize temporary borrowing until taxes are collected and other revenues are received for the current year, 2019-215-Financial Services**
6. **2019-155 A By-law to establish Sewage Service Rate, 2019-223-Financial Services**
7. **2019-156 A By-law to authorize the spending of expenditures in the current year prior to the adoption of the operational budget, 2019-216-Financial Services**
8. **2019-157 A By-law to amend Sub-Section 15 (1) of the Traffic & Parking By-law 069-89, 2019-240-Infrastructure and Municipal Works**
9. **2019-158 By-law, Agreement with EOHU for the Distribution of Naloxone Kits, 2019-202-Fire Services**
10. **2019-159 By-law to amend By-law 2019-002 which is to appoint Members of Council to Boards, Committees and Commissions (Environment and Climate Change Committee), 2019-239-Corporate Services**
11. **2019-160 A By-law to amend By-law 2019-017 lay members to various Boards, Commissions and Committees (Cornwall Public Library Board) (Municipal Accessibility and Advisory Committee) (Environment and Climate Change Committee), 2019-237-Corporate Services**
12. **2019-161 Part Lot Control, Lot 10 - By-law, 2019-231-Planning, Development and Recreation**
13. **2019-162 Part Lot Control, Lot 6 - By-law, 2019-228-Planning, Development and Recreation**
14. **2019-163 Part Lot Control, Lot 8 - By-law, 2019-232-Planning, Development and Recreation**
15. **2019-164 Part Lot Control, Lot 9 - By-law, 2019-229-Planning, Development and Recreation, 2019-230-Planning, Development and Recreation**
16. **2019-165 By-law, Purchase of Land - 735 Tollgate Road**

21. Reports from Standing / Special Committees of Council

1. Councillor Syd Gardiner provided an update on the City's bid for the proposed French Language university.
2. Councillor Eric Bergeron updated Council on the progress of the strategic and business plans for the Cornwall Regional Airport.

22. Notice of Motion

There were no Notices of Motion.

23. Pending Business Listing

1. Unfinished Business Listing for December 9, 2019, 2019-238-Corporate Services

Moved By: Todd Bennett, Councillor

Seconded By: Glen Grant, Councillor

Motion to receive the Unfinished Business Listing for December 9, 2019.

Motion Carried

24. Confirming By-law

1. 2019-166 Confirming By-law for the Meeting of December 9, 2019, 2019-240-Corporate Services

Moved By: Todd Bennett, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to endorse By-law 2019-166, being a By-law to confirm the proceedings of the Council of The Corporation of the City of Cornwall at its meetings held on Monday, December 9, 2019.

Motion Carried

25. Adjournment

The next regular public meeting of Council will be held on Monday, January 13, 2020.

Moved By: Todd Bennett, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to adjourn the meeting of Monday, December 9, 2019 at 9:00 p.m.

Motion Carried

—
Manon L. Levesque, City Clerk

—
Bernadette Clement, Mayor

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Infrastructure and Municipal Works
Division: Environment
Report Number: 2020-255-Infrastructure and Municipal Works
Prepared By: Danielle Watson, Waste Management Supervisor
Meeting Date: January 13, 2020
Subject: Landfill Cost Accounting Analysis by Derek Ali P. Eng from
DFA Infrastructure International

Purpose

The purpose of this presentation and report is to identify the full cost of services for the Corporation's waste diversion and disposal services based on financial and operational data. Full cost analysis is important in order to determine life cycle costs and closure and post closure care of the Corporation's waste diversion and disposal infrastructure.

Recommendation

That Council receive the Cost of Service Report and presentation completed by DFA Infrastructure International Inc.

Strategic Priority Implications

The strategic priorities as identified by City Council for 2019-2022 identify the City as being Leaders in sustainability and climate change impact. Composting and education on recycling and waste reduction is identified as objective number 2 and 4 respectively.

Background / Discussion

The City of Cornwall provides waste management services to its residential, multi-residential, Industrial, Commercial, and Institutional sectors. Services include waste collection, waste disposal, blue box collection and processing, and other waste diversion programs geared towards waste reduction and environmental stewardship. The City owns two landfill sites located at 2590 Cornwall Centre Road West. The site currently in use is projected to close by 2032 based on the current disposal rate and remaining capacity. Landfill gas and leachate are managed at both sites through respective collection systems. The gas is collected and flared on-site. The leachate is collected through the Leachate Collection System and directed to the City's sanitary sewer for treatment at the City's Waste Water Treatment Plant.

Waste management services are generally delivered through contractual agreements with service providers. Costs are recovered through landfill tipping fees, Ontario Stewardship funding, revenue from the sale of recycling and property taxes. There are a variety of changes the Provincial government is making with regards to waste management, these changes include the funding and operation of the Municipal Blue Box Program and the operation of a Municipal collection and processing program for organic waste. The province is also mandating that all municipalities are required to calculate and plan for landfill closure and post closure care costs under PSAD Standard 3270. Due to changes the provincial government is implementing the City retained DFA Infrastructure International (DFA) to update the cost of service to inform future decisions on waste management. The study had three main purposes:

1. Determine the cost of the City's existing waste management services based on the most recent information;
2. Develop a full cost of service for waste disposal and diversion over a 25-year period including identifying reserve requirements, to ensure the long-term financial sustainability of the City's waste management system;
3. Inform the preparation of the Terms of Reference for identifying and understanding the long-term waste disposal costs associated with landfilling.

The report, created from the study DFA completed in 2019, contains 12 primary recommendations for Councils Consideration, they are outlined in the attached report on pages i-v.

| | |
|----------------------|--|
| Document Title: | Landfill Full Cost Accounting - 2020-255-Infrastructure and Municipal Works.docx |
| Attachments: | - Cost of Service Final Report by DFA Dec 24 2019.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Carl Goodwin - Jan 8, 2020 - 8:21 AM

Bill de Wit - Jan 8, 2020 - 12:26 PM

Tracey Bailey - Jan 8, 2020 - 1:44 PM

Maureen Adams - Jan 8, 2020 - 2:29 PM

City of Cornwall

Landfill Full Cost Accounting Analysis Financial Sustainability Report

Council Presentation

January 13th 2020



DFA Infrastructure International Inc.

What is the Purpose of this Presentation?



- Review the City's Waste Management System
- Present Current and Future Costs
- Present findings and recommendations
- Address any comments and questions that you may have





City's Waste Management System



Waste Diversion

Blue Box Collection & Processing

Household Hazardous Waste (HHW)

Leaf & Yard Waste Collection

Wood Waste

Other (electronics, mattresses, etc.)

Waste Disposal

Waste Collection

Landfill Disposal Operation

Landfill Monitoring

Leachate & Gas Management

Security

Current Costs(2019)

| Account Description | Waste Diversion | | Waste Disposal | | Total (\$) |
|----------------------|-----------------|-----|----------------|-----|----------------------|
| | \$ | % | \$ | % | |
| Gross Operating Cost | \$2,861,689 | 55% | \$2,331,764 | 45% | \$5,193,452 |
| Capital Related Cost | \$10,000 | 3% | \$290,000 | 97% | \$300,000 |
| Gross Annual Cost | \$2,871,689 | 52% | \$2,621,764 | 48% | \$5,493,452 |
| Annual Revenue | (\$1,161,873) | 42% | (\$1,626,150) | 58% | (\$2,788,023) |
| Net Operating Cost | \$1,709,816 | 63% | \$995,614 | 37% | \$2,705,429 |



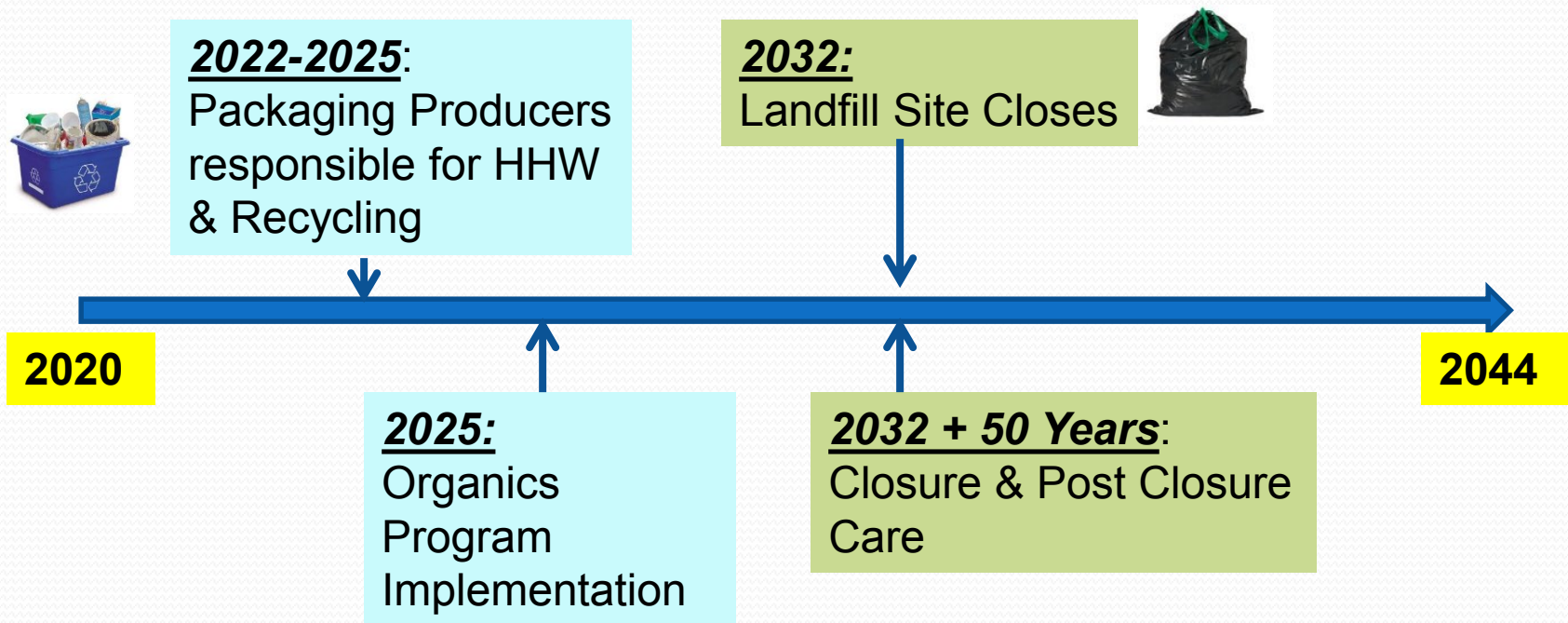
Contract Costs (2019)



| Contract | Waste Diversion | |
|------------------------------------|--------------------|-------------|
| | \$ | % |
| Waste Diversion | | |
| Household Hazardous Waste | \$67,980 | 2% |
| Blue Box Program | \$2,152,320 | 48% |
| Leaf Diversion Program | \$214,600 | 5% |
| Wood Waste Diversion Program | \$21,000 | 0.5% |
| Total Diversion Contracts | \$2,455,900 | 55% |
| Waste Disposal | | |
| Landfill Site Monitoring | \$102,146 | 2% |
| Landfill Security | \$69,656 | 2% |
| Landfill Maintenance | \$32,400 | 1% |
| Gas / Leachate Collection Old Site | \$136,680 | 3% |
| Solid Waste Disposal | \$737,378 | 17% |
| Curbside Collection | \$921,834 | 21% |
| Total Disposal Contracts | \$2,000,094 | 45% |
| Total Contracts | 4,455,994 | 100% |

**81% of
Annual Cost**

Future Changes (2020-2044)



ASSUMPTIONS:

- City will continue to be responsible for ALL Waste Diversion
- Waste Disposal at Private Landfill Site beyond 2032
- Drop-Off Depot will continue after landfill site closes
- Landfill Closure & Post Closure Care Reserve Fund:
 - target balance will be achieved by 2032 (closure)

Cost of Service Guiding Principles

- **Existing Levels of Service** - continue indefinitely
- **Landfill Liability Fairness & Equity** -recovered from existing users of the landfill site before it closes in 2032
- **Full Cost of Service** – all costs including asset life cycle costs over the long-term (2020-2044 inclusive)
- **Capital Financing** – funding from reserves. Debt to finance the new landfill gas control system.
- **Transparency.** Cost of service calculations and assumptions must be transparent and easily explained.

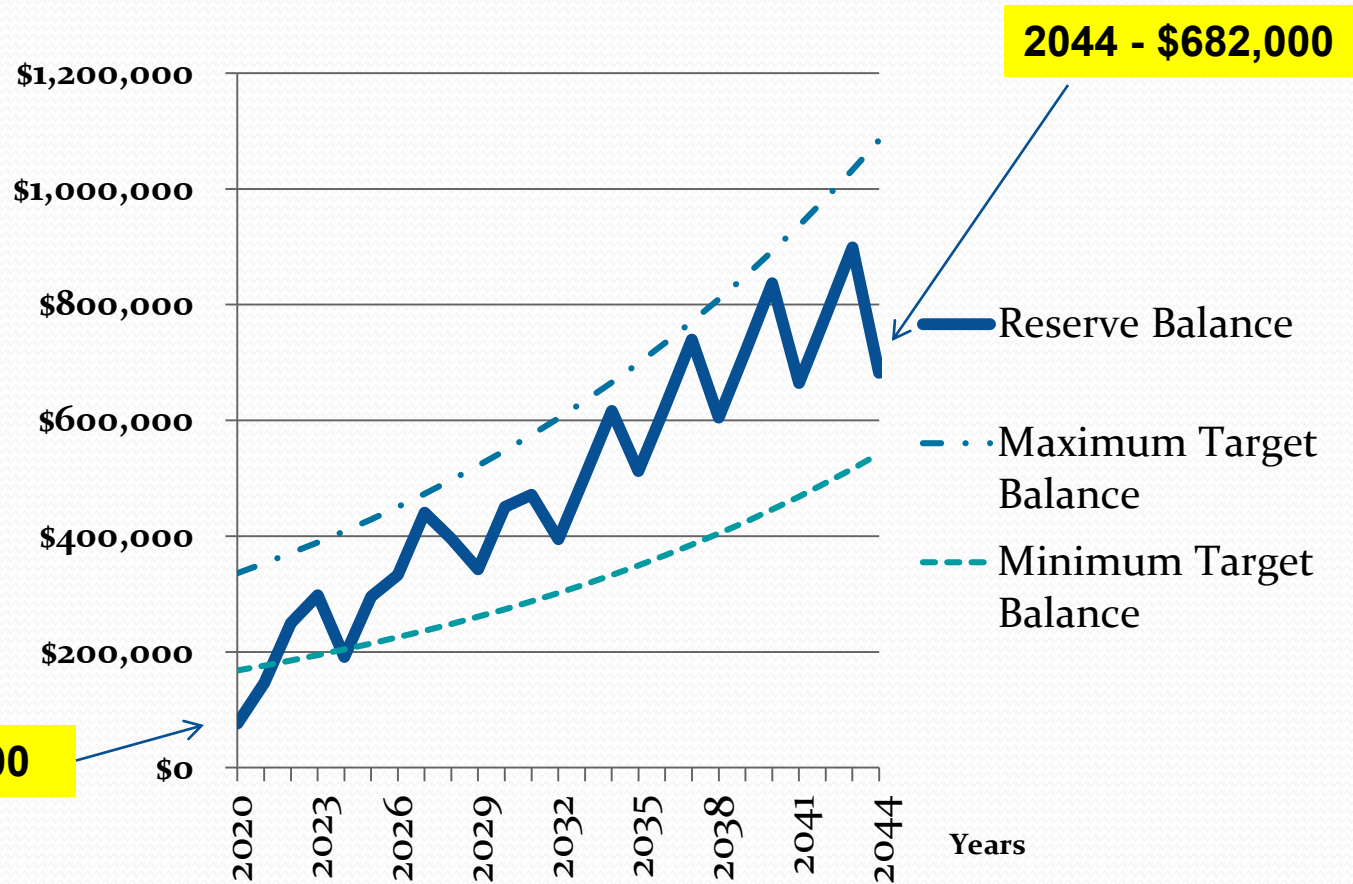
Waste Diversion Capital Needs(2020-2044)



| Capital Project | 2020-2044 |
|--|-------------|
| <u>City's Capital Program</u> | |
| Diversion Facilities Equipment and Building Upgrades | \$537,034 |
| Inbound Scale Replacement | \$31,500 |
| <i>Subtotal</i> | \$568,534 |
| <u>Asset Management Needs</u> | |
| Weigh Scales & Building | \$153,154 |
| Recycling Facility | \$1,290,709 |
| Special Waste Depot (HHW) | \$89,793 |
| <i>Subtotal</i> | \$1,533,656 |
| <i>Total</i> | \$2,102,189 |

Requires Annual Reserve Contribution = \$100,000

Waste Diversion Capital Reserve



Waste Diversion Costs (2019-2021)



| Cost Description | 2019 | 2020 | 2021 |
|--|--------------------|--------------------|--------------------|
| Gross Operating Costs | \$2,861,689 | \$3,359,423 | \$3,442,643 |
| Transfers to Capital Reserve | \$10,000 | \$87,833 | \$100,000 |
| Transfers to Capital Life Cycle Reserve | \$0 | \$0 | \$0 |
| Debt Servicing | \$0 | \$0 | \$0 |
| COST OF SERVICE (GROSS) | \$2,871,689 | \$3,447,256 | \$3,542,643 |
| Program Revenues | | | |
| Household Hazardous Waste Program Revenues | \$32,600 | \$16,500 | \$16,665 |
| Blue Box Program Revenues - Ontario Grant (Collection) | \$284,150 | \$286,349 | \$289,212 |
| Blue Box Program Revenues - Ontario Grant (Processing) | \$284,150 | \$286,349 | \$289,212 |
| Blue Box Program Revenues - Other Municipalities | \$0 | \$777,311 | \$785,084 |
| Blue Box Program Revenues - Blue Box Materials Sales | \$338,500 | \$286,022 | \$288,506 |
| Blue Box Program Revenues - Other | \$171,873 | \$87,800 | \$88,678 |
| Leaf Diversion Program Revenues | \$4,000 | \$4,000 | \$4,040 |
| Wood Waste Diversion Program Revenues | \$46,600 | \$47,300 | \$47,773 |
| Total Program Revenues | \$1,161,873 | \$1,791,631 | \$1,809,171 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$1,709,816 | \$1,655,625 | \$1,733,472 |
| Annual Percent Change | | -3.2% | 4.7% |

2022-2044 = 3%- 4% increases

Waste Diversion Costs (2019-2021)



| Cost Description | 2019 | 2020 | 2021 |
|--|-------------|-------------|-------------|
| <i>Cost per Capita</i> | | | |
| Gross Cost per Capita | \$59 | \$71 | \$73 |
| Revenue per Capita | \$24 | \$37 | \$37 |
| Net Cost per Capita | \$35 | \$34 | \$36 |
| <i>Cost per Household</i> | | | |
| Gross Cost per Household | \$135 | \$160 | \$164 |
| Revenue per Household | \$54 | \$83 | \$84 |
| Net Cost per Household | \$80 | \$77 | \$80 |
| <i>Cost per Tonne of Total Waste Diverted</i> | | | |
| Gross Cost per Tonne Diverted | \$142 | \$171 | \$175 |
| Revenue per Tonne Diverted | \$58 | \$89 | \$90 |
| Net Cost per Tonne Diverted | \$85 | \$82 | \$86 |

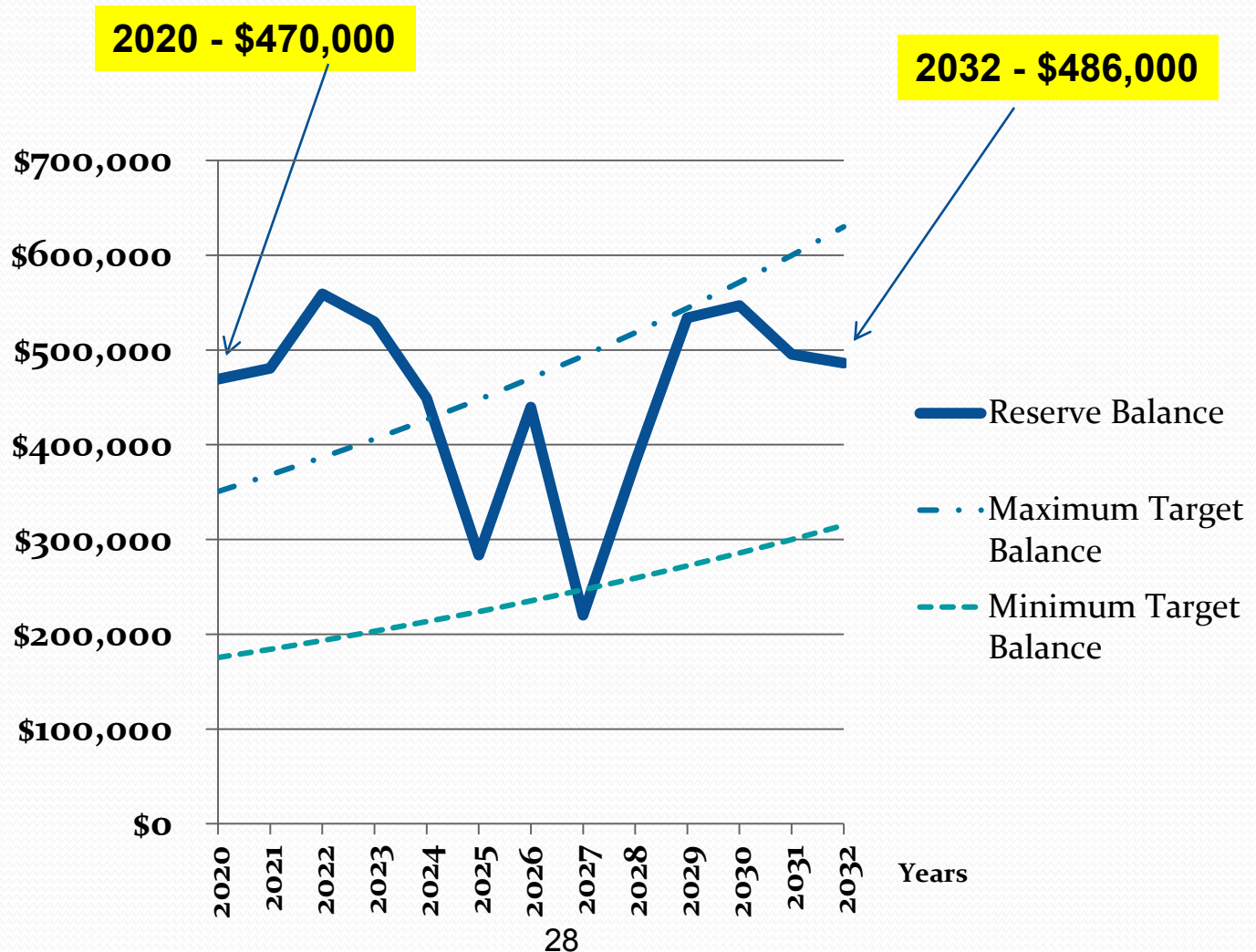
Waste Disposal Capital Needs(2020-2032)



| Capital Project | 2020-2032 |
|---|--------------------|
| <u>City's Capital Program</u> | |
| Landfill Leachate and Gas Collection Systems Upgrades | \$1,752,122 |
| Landfill Site - Service Area Infrastructure Upgrades | \$402,212 |
| Landfill Expansion / Alternative Disposal ECA | \$1,286,669 |
| New Landfill Gas Control System | \$1,674,000 |
| Flare Decommissioning | \$90,000 |
| Maintenance Building Repairs | \$88,200 |
| Landfill Site Paving Project | \$85,575 |
| Inbound Scale Replacement | \$77,175 |
| <i>Subtotal</i> | \$5,455,953 |
| <u>Asset Management Needs</u> | |
| Weigh Scales & Building | \$282,100 |
| Yard Improvements | \$88,913 |
| Storage Containers | \$9,352 |
| <i>Subtotal</i> | \$380,365 |
| Total | \$5,836,318 |

Requires Annual Reserve Contribution = \$420,000: 2021 to 2029

Waste Disposal Capital Reserve



Waste Disposal Costs (2019-2021)



| Cost Description | 2019 | 2020 | 2021 |
|---|--------------------|--------------------|--------------------|
| Gross Operating Costs | \$2,328,313 | \$2,429,154 | \$2,484,732 |
| Transfers to Capital Reserve | \$290,000 | \$270,000 | \$420,000 |
| Debt Servicing | \$0 | \$0 | \$140,225 |
| Transfers to Landfill Closure & Post Closure Care Reserve | \$0 | \$2,458,096 | \$2,458,096 |
| COST OF SERVICE (GROSS) | \$2,618,313 | \$5,157,249 | \$5,503,053 |
| Total Program Revenues | \$1,626,150 | \$1,494,750 | \$1,524,645 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$992,163 | \$3,662,499 | \$3,978,408 |
| Annual Percent Change | | 269% | 9% |

2022-2044 = 0.7% to 2030, 2% after closure

Waste Disposal Costs (2019-2021)



| Cost Description | 2019 | 2020 | 2021 |
|--|------|-------|-------|
| Gross Collection Cost per Capita | | | |
| Gross Collection Cost per Capita | \$19 | \$20 | \$20 |
| Gross Collection Cost per Household | | | |
| Gross Collection Cost per Household | \$43 | \$45 | \$46 |
| Disposal Cost per Tonne (excluding Waste Collection) | | | |
| Gross Cost per Tonne of Total Waste Disposed | | | |
| Operations | \$51 | \$53 | \$54 |
| Capital Related | \$10 | \$10 | \$20 |
| Subtotal - Gross Cost per Tonne Operations & Capital | \$61 | \$62 | \$74 |
| Closure & Post Closure Care | \$0 | \$88 | \$88 |
| Total Gross Cost per Tonne | \$61 | \$151 | \$162 |
| Revenue per Tonne Disposed Based on Current Tipping Fee | \$59 | \$54 | \$55 |
| Net Cost per Tonne | \$3 | \$97 | \$107 |

IC&I to Residential Subsidy (2020)



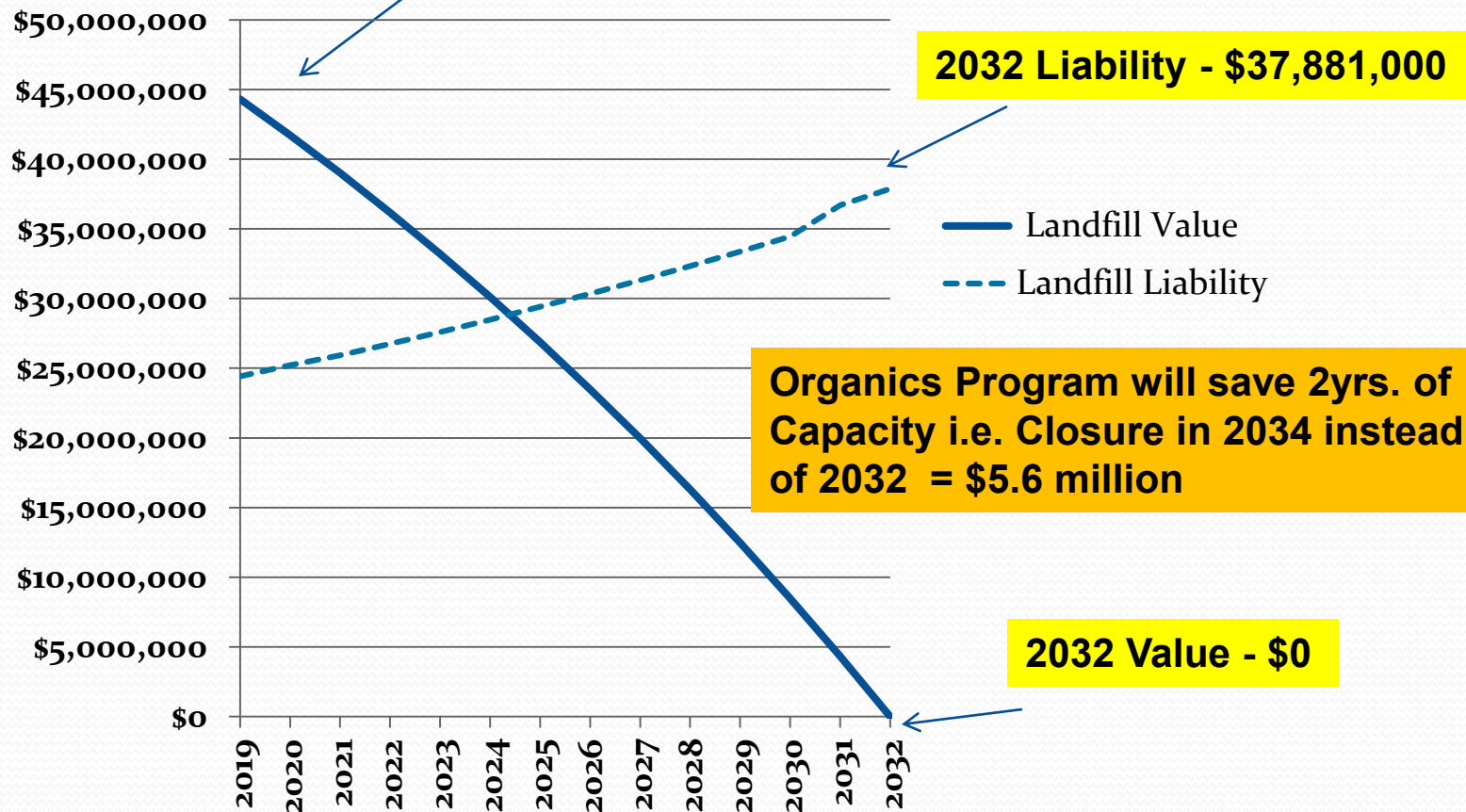
| Cost Description | Residential Sector | | IC&I Sector | | 2020 Total Cost | |
|--|--------------------|-------|-------------|-------|-----------------|-----------------|
| | \$ | % | \$ | % | \$ | % of Total Cost |
| Gross Operating Costs | \$1,624,093 | 66.9% | \$805,061 | 33.1% | \$2,429,154 | 47% |
| Gross Capital Related Costs | \$138,034 | 51% | \$131,966 | 49% | \$270,000 | 5% |
| Gross Landfill Post Closure Care Costs | \$1,256,667 | 51% | \$1,201,429 | 49% | \$2,458,096 | 48% |
| COST OF SERVICE (GROSS) | \$3,018,793 | 59% | \$2,138,456 | 41% | \$5,157,249 | 100% |
| Total Program Revenues | \$83,873 | 6% | \$1,410,877 | 94% | \$1,494,750 | |
| COST OF SERVICE (NET) TO BE RECOVERED | \$2,934,921 | 80% | \$727,579 | 20% | \$3,662,499 | |

IC&I Subsidizes Residential = \$792,000

Landfill Capacity Value (2019-2032)



2020 Value - \$41,720,000



Recommendations

- Use the study projections to inform the implementation of changes to current financial and operational practices with regards to disposal and diversion
- Some of the noted recommendations on the following slides may include increases to the tipping fee and/or taxes to ensure full cost recovery

Recommendations

- Establish three designated reserves for Waste Management:
 - Waste Disposal Capital Reserve
 - 2020 contribution of \$270,000 and \$420,000 from 2021 to 2029.
 - Waste Diversion Capital Reserve
 - 2020 contribution of \$87,833 and \$100,000 thereafter.
 - Reassess the need for contributions after 2029
 - Restricted Landfill Closure and Post Closure Care Reserve Fund
 - Target balance of \$37.8 million by 2032
 - Annual contributions of \$250,000 in 2020 increase by \$250,000 per year to a maximum of \$2.5 million
 - Continue contributions beyond 2032 until target is achieved

Recommendations

- Monitor Provincial discussions on Waste Diversion to determine the City's future role, responsibilities and related costs, if any
- Investigate the implementation of an organics diversion program by 2025 including related costs
- Review the City's current landfill tipping fee of \$79 per tonne and amounts currently funded from taxes to ensure recovery of the full cost of waste disposal estimated to be \$151 per tonne
- Review the City's recovery mechanisms of net costs from taxes to eliminate subsidization – fairness and equity

Recommendations

- Review the City's operational practice and financial policy of exempting waste disposed from City projects from landfill tipping fees
 - to maximize annual waste disposal revenues and reduce the amounts to be recovered from taxes.
 - user pay principle
- Review the operational and financial policy of exempting the curbside waste from the landfill tipping fees
 - to facilitate fairness and equity between the residential and IC&I sectors
- Reassess the operational practice of accepting Septage at the landfill site
 - to reduce operating and capital costs associated with the Leachate Collection System.

Recommendations

- Review and update this cost of service study as required to account for new information regarding:
 - Transferring recycling collection and processing and HHW to producers of packaging
 - Implementing an organics program
 - Future waste disposal after closure of the existing landfill site:
 - Extending the use of the existing landfill site
 - Acquiring a new landfill site
 - Disposal at a private landfill site



QUESTIONS?



CITY OF CORNWALL

**Landfill Full Cost Accounting Analysis
Financial Sustainability Final Report**

PREPARED BY:



DFA Infrastructure International Inc.

DECEMBER 24, 2019



DFA Infrastructure International Inc.

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December 24, 2019

Danielle Watson M.E.S., M.O.L.O
Waste Management Supervisor
City of Cornwall
Environmental Services Division
861 Second Street West, PO Box 877
Cornwall, Ontario, K6H 5T9

**Re: City of Cornwall
Landfill Full Cost Accounting Analysis Financial Sustainability Report**

We are pleased to submit our report entitled: "City of Cornwall Landfill Full Cost Accounting Analysis Financial Sustainability Final Report". This report presents the full costs associated with managing the City of Cornwall's waste disposal and waste diversion systems for the period 2020 to 2044 and the projected net costs to be recovered from fees charges and taxes.

Please do not hesitate to call if you have any questions.

Respectfully Submitted by,

DFA Infrastructure International Inc.

Derek Ali, MBA, P.Eng.
President

Executive Summary

ES-1 Purpose of Report

The purpose of the rate study is to identify the full cost of services for the City's waste diversion and waste disposal services based on the most recent information. The period for this study is 25 years from 2020 to 2044 inclusive.

ES-2 Conclusions and Recommendations

Based on the information reviewed and analyses completed, the following are the main conclusions regarding the waste diversion system costs:

1. The gross cost of waste diversion is projected to be approximately \$3,447,300 in 2020 and funded through a combination of operating revenue (including grants) and taxes. The operating revenue is projected to offset approximately 52% of the gross annual cost based on 2020 estimates. The remaining 48% i.e. the net operating cost of approximately \$1,656,000 would require funding from taxes.
2. The net operating cost is projected to increase by approximately 4.7% in 2020 and by 3% - 4% over the remainder of the 25-year period.
3. The capital investment required over the next 25 years is approximately \$2,102,000. On average this is 40% more than the historical annual average expenditure of \$59,000 over the past 10 years
4. There is no existing or future debt to be incurred for waste diversion capital projects.
5. There is the requirement for a Waste Diversion Capital Reserve to fully fund the capital requirements of \$2,102,000 over the next 25 years. Annual contributions of \$ 87,333 in 2020 and \$100,000 in 2021 and beyond.
6. The costs related to processing and marketing the recyclable materials from other municipalities would be fully offset by the charges to the respective municipalities.
7. The net cost for waste diversion is allocated to 88% to the residential sector and 12% to the IC&I sector.
8. The estimated gross cost per tonne of waste diverted is \$171 for 2020. The net cost per tonne is estimated to be \$82.
9. The transfer of responsibility for waste diversion to the packaging producers would result in a reduction in the gross annual cost of waste diversion by approximately \$3,108,000 starting in 2026 and result in a net cost of approximately \$774,000 in 2026. This is premised on the City transferring full control and cost of service to the producers or providing waste diversion services to the producers on a full cost recovery basis.

10. The introduction of an organics program by the City to achieve the Food and Organic Waste Policy 4.2(ii) objectives of 50% organics diversion by 2025 will require investment in green bins for the program at a capital cost of approximately \$800,000 in 2025. This will require an additional \$160,000 per year in contributions to the capital reserve starting in 2021. The annual operating cost will also increase due to the added cost to collect and process organics. This is estimated to be approximately \$1,773,000 in 2025.

Based on the information reviewed and analyses completed, the following are the main conclusions regarding the waste disposal system costs:

11. The current waste disposal system cost does not include the full cost of service. The City's liability for closure and post closure care of the landfill site is currently unfunded and not considered in the annual costs. This cost is estimated to be approximately \$2,458,000 per year for the period 2020 to 2032 at which time the liability will be fully funded. The annual reserve fund contributions would be approximately 3.33% of the 2019 tax levy.
12. If the City phases in the contribution to the Landfill Closure and Post Closure Care Reserve Fund starting with \$250,000 in 2020 and increasing the contribution by \$250,000 each year to a maximum annual contribution of \$2,500,000, then the reserve balance at the beginning of 2033 would be approximately \$24,127,000. Further annual contributions beyond closure would be required until the target balance of approximately \$36,815,000 is achieved. This is projected to occur at the beginning of 2037. In this case there would be no opportunity to raise the funds from the tipping fees after 2032. The 2020 contribution of \$250,000 is approximately 0.3% of the 2019 tax levy
13. The City has an operating policy whereby the cost of Leachate treatment at the Wastewater Treatment Plant (WWTP) is not charged back to waste disposal. Inclusion of this cost will add approximately \$194,000 per year to the cost of service projections presented in this report for the period 2020 to 2032. Leachate treatment costs beyond 2033 are accounted for in the post closure care costs and included in the annual contributions to the reserve fund.
14. The City has an operating policy that exempts certain waste materials from tipping fees. These include contaminated soil and other waste (asphalt, concrete and fill material) from City projects and residential waste collected through the curbside waste collection program. Therefore the potential operating revenues are not maximized requiring more to be recovered from taxes. In 2018 approximately 43,300 tonnes of materials were received at the landfill site from City projects. Contaminated soil which accounts for 70% of the total was charged at a reduced tipping fee of \$10.20 per tonne. The remaining material was handled at the landfill site at no charge. Although only some of these materials are actually landfilled, costs are incurred for handling and management e.g. testing, stockpiling, crushing, etc. The opportunity cost of not charging the going tipping fee of \$77 per tonne is approximately \$3,000,000. This means that the waste disposal operations is subsidizing other City programs that may have funding sources other than taxes e.g. water and wastewater that are user fee based, development related projects with funding from

development charges and other projects for which grant funding may be available. In terms of fairness and equity, these programs should be paying their fair share for the benefit received from disposal at the landfill site.

15. The landfill site also receives Septage directly into the Leachate Collection System from external sources. This is a unique service to the City and not consistent with industry best practices for Septage management. Typically Septage would be hauled directly to a wastewater treatment plant where there is a specifically designed receiving station for haulers to discharge the waste for treatment. This service would be provided for a fee per unit volume discharged on full cost recovery basis to the wastewater operations. Leachate Collection Systems are not designed to receive and convey Septage which has a high level of suspended solids and odour. These can complicate the landfill site operations and result in added costs for maintenance of the Leachate Collection System.
16. The gross annual cost of waste disposal is projected to be approximately \$5,157,250 in 2020 and funded through a combination of operating revenue and taxes. This includes approximately \$2,458,000 million for the annual contribution to the new Landfill Site Closure and Post Closure Care Reserve Fund which is currently not in the annual budget.
17. The operating revenue of \$1,495,000 is projected to offset approximately 29 % of the gross annual cost based on 2020 estimates. The remaining 71% i.e. the net operating cost of approximately \$3,662,500 would require funding from taxes or an adjustment to the current tipping fee.
18. Under the current policy to exempt curbside waste from the tipping fees the residential sector would contribute only 6% of the annual revenue of \$1,495,000 when it should contribute 59% to match its share of the gross cost. This results in a cross subsidy from the IC&I sector to the residential sector of approximately \$792,000.
19. The gross cost of disposal (not including waste collection) is estimated to be approximately \$151 per tonne in 2020 increasing to \$162 per tonne in 2021. The \$151 includes approximately \$53 per tonne for operations, \$10 per tonne for capital related costs and \$88 per tonne for the Landfill Closure and Post Closure Care Reserve Fund contributions and is based on both residential and IC&I waste disposal tonnages. The net costs for 2020 and 2021 are \$97 and \$107 respectively.
20. The current tipping fee of \$77 per tonne is clearly not sufficient to recover the full cost of disposing waste at the landfill site which is estimated to be \$151 per tonne.
21. The net operating cost is projected to increase by approximately 269 % in 2020 due mainly to the Landfill Closure and Post Closure Care Reserve Fund contribution. The 2021 increase is projected at 8.6% due to the increase in the transfer to the capital reserve. Annual increases of 0.6 %- 0.7% are projected between 2022 and 2032 with the exception of 2030 when there is a 9.4% decrease due to suspension of the contribution to the capital reserve pending further review. 2% per year increase on net annual cost is projected over the remainder of the 25-year period.

22. The capital investment required over the next 25 years is approximately \$5,836,300. This is approximately \$449,000 per year until closure and approximately 80% higher than the 10-year historical gross capital investment of \$244, 000 per year.
23. There is no existing waste disposal debt. However, the New Landfill Gas Control System will be financed through debt in 2020 with annual repayment of approximately \$140,225 beginning in 2021 for 15 years.
24. There is the requirement for a Waste Disposal Capital Reserve to fully fund the other capital requirements of \$4,162,300 over the next 25 years. Annual contributions of \$ 270,000 in 2020 and \$420,000 from 2021 to 2029 to ensure that sufficient funds are available for all projects prior to closure of the landfill site.
25. If the City decides to extend the life of the existing landfill site and is successful in receiving approval for another 15 years, then the closure and post closure care costs would be deferred from 2033 to 2048. The reserve fund requirements would be approximately \$58,950,000 by the beginning of 2048. This would require annual contributions of \$1,466,000 starting in 2020 until 2048 instead of the \$2,458,000 contributions currently projected for closure in 2032. In this case the \$88 per tonne of waste disposed for the annual contribution to the Landfill Closure and Post Closure Care Reserve Fund would be reduced to \$53 per tonne. The gross cost of disposal would be lower at \$106 per tonne instead of \$151 per tonne. The current tipping fee of \$77 is well below this amount and insufficient should the City decide to extend use to the existing landfill site beyond 2032. The City would also have the opportunity to raise the funds through the tipping fees over a longer period. However, there would be the additional cost of extending the use of the landfill site which is not estimated as part of this study. Such costs would be additional to the cost of \$106 per tonne.
26. The 2020 value of the remaining capacity at the landfill site is estimated to be approximately \$41,720,000. This is a high level estimate that is based on the remaining capacity of approximately 409,000 tonnes and an estimated 2020 market tipping fee of \$102 per tonne. This is a diminishing asset that would decline to zero at closure in 2032 when the benefits of disposal space and tipping fees would no longer available to the City.

The following are the primary recommendations for consideration by the City:

1. The cost of service projections developed through this study for the period 2020 to 2044 should be used to inform the City's decisions regarding changes to the current cost recovery mechanisms including increases to the tipping fee and/ or taxes to ensure that the full cost of service for waster diversion and waste disposal are recovered.
2. Establish a Waste Diversion Capital Reserve beginning in 2020 with an annual reserve contribution of \$87,833 and \$100,000 thereafter.
3. Obtain estimates from service providers to implement the organics program by 2025 in accordance with the Provincial Food and Organic Waste Policy 4.2 (ii).

4. Monitor Provincial discussions on the transfer of recycling and other waste diversion functions to the packaging producers to gauge and identify the City's role and responsibilities and any costs that may be incurred by the City.
5. Establish a Waste Disposal Capital Reserve beginning in 2020 with an annual contribution of \$270,000 and \$420,000 from 2021 to 2029 at which time continuation of the annual contribution should be re-assessed depending on if the landfill site would be closed in 2032 or its use extended.
6. Establish a restricted Landfill Closure and Post Closure Care Reserve Fund to set aside the funds that would be required to pay for all closure and post closure care work following closure of the landfill site in 2032. Ideally this reserve should be fully funded to the liability target balance of approximately \$37.88 million by 2032 while there is the opportunity to raise the funds through the tipping fees. This would ensure from a fairness and equity perspective, that the users who benefit from the using the landfill site would pay for its post closure care. However given the potential significant impact on the tipping fees and/or taxes, lower annual contributions may be considered provided that the target balance is achieved within a reasonable period to fully fund post closure care.
7. Review the City's policy to exempt waste disposed from City projects from the landfill tipping fees with a view to maximizing annual waste disposal revenues and reducing the amounts to be recovered from taxes. The estimated additional revenue to the waste disposal operations could be in the order of \$3,000,000. This approach is consistent with the principle of user pay particularly in cases where these programs and projects are funded from sources other than property taxes.
8. Increase the current landfill tipping fee of \$77 per tonne to recover more of the cost of service, if not the full cost of service for waste disposal estimated to be \$151 per tonne.
9. Review the policy of exempting the curbside waste from the landfill tipping fees to facilitate fairness and equity between the residential and IC&I sectors and address the existing cross subsidization of approximately \$792,000 from the IC&I sector to the residential sector.
10. The recovery of net costs from taxes should be structured such that the residential sector and IC&I sector pay their fair share of the amount required to mitigate any cross subsidy. The allocation of costs to each sector for waste diversion and waste disposal, as noted in this study, should be used to guide the restructuring.
11. Reassess the costs versus the benefits of accepting Septage at the landfill site in an effort to reduce disposal operating and capital costs associated with the Leachate Collection System. In any event alternative Septage disposal would be required prior to closure of the landfill site in 2032.
12. Review and update this cost of service study in five (5) years to account for new information regarding transferring recycling to producers of packaging, the cost of the organics program and the City's decision (and regulatory approval) on whether or not the use of existing landfill site would be extended.

Disclaimer:

The information and assumptions contained in this report are based on the best available data at the time of preparation and are unique to the City of Cornwall. This information is for the City of Cornwall's sole use and not intended for use by any third party. DFA Infrastructure International Inc. shall not in any way be liable for third party use and/or interpretation of the information contained in this document.

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Appendices

Appendix A: Waste Diversion Capital Cost & Capital Reserve Projections (2020-2044)

Appendix B: Cost of Service – Waste Diversion (2020-2044)

Appendix C: Waste Disposal Capital Cost & Capital Reserve Projections (2020-2044)

Appendix D: Cost of Service – Waste Disposal (2020-2044)

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Table 4-2: Breakdown of Contract Costs (2019 Budget)

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Table 5-2: Cost of Service Study – Data Sources

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Table 7-1: Waste Disposal Capital Needs to Closure

Table 7-2: Cost of Service – Waste Disposal (2019-2021)

Table 7-3: Allocation of Disposal Cost by Sector (2020)

Figures

Figure 6-1: Waste Diversion Reserve (2020-2044)

Figure 6-2: Waste Disposal Reserve (2020-2032)

1 Introduction

1.1 Background

The City of Cornwall (City) with a population of approximately 46,723 (2016 Census) provides solid waste management services to its residential and Industrial, Commercial and Institutional (IC&I) sectors. Services include waste collection, waste disposal, blue box collection and processing and other waste diversion programs geared towards waste reduction and environmental stewardship. The City owns two (2) landfill sites located at 2590 Cornwall Centre Road West. The landfill at the north end of the site under ECA No. 480101 issued by the Ministry of the Environment Conservation and Parks (MECP) has been closed since 1985. The other a landfill site to the south is active under ECA No. A480109 and receives approximately 28,000 metric tonnes of solid waste annually for disposal not including contaminated soil. The site is projected to close by 2032 based on the current disposal rate and remaining capacity. Landfill gas and Leachate are managed at both sites through respective collection systems. The gas is collected and flared on site. The Leachate is collected in the Leachate Collection System (LCS) and directed to the City's sanitary sewer for treatment at the Wastewater Treatment Plant (WWTP). The site is also permitted to receive Septage which is discharged into the LCS, mixes with the Leachate and directed to the WWTP.

Waste management services are generally delivered through contractual arrangements with service providers. Costs are recovered through landfill tipping fees, Ontario Stewardship funding for materials recycling and property taxes. The waste diversion industry is expected to change over the next few years. The responsibility for the waste diversion programs is expected to shift from the municipalities to packaging producers starting in 2023. This would remove the program responsibility and costs from municipalities. There are also provincial initiatives to make organics collection and diversion from disposal mandatory by 2025. Municipalities are also required to calculate and plan for the landfill closure and post closure care costs under PSAB Standard 3270, soon to be replaced by PSAB 3280 effective April 1 2021. Because of these changes and the closure of the landfill site in 2032, the City retained the services of DFA Infrastructure International Inc. to update the cost of service to inform future decisions on waste management particularly regarding waste disposal with the impending closure of the landfill site.

1.2 Purpose

The purpose of this Cost of Service study is to:

- Determine the cost of the City's existing waste management services based on the most recent information;
- Develop the full cost of service for waste disposal and waste diversion over a 25-year period including identifying reserves requirements, to ensure the long-term financial sustainability of the City's waste management system; and
- Inform the preparation of the Terms of Reference for identifying and understanding the long-term waste disposal costs associated with landfilling.

2 Regulatory Requirements

2.1 Provincial Regulations

Key Ontario laws affect waste management activities include:

- the Environmental Assessment Act, 1990 (EAA);
- the Environmental Protection Act (EPA);
- the Waste-Free Ontario Act, 2016; and
- the Waste Diversion Transition Act, 2016.

The **Environmental Assessment Act (EAA)**, R.S.O., 1990 c. E. 18, and O. Reg. 101/07 Waste Management Projects set the requirements for planning and decision-making process when conducting environmental assessments (EA) primarily for public sector projects. There are several documents that guide the EA process including:

- The Code of Practice for Consultation, and
- The Code of Practice for Preparing and Reviewing Terms of Reference.

The **Environmental Protection Act (EPA)** addresses waste collection, disposal and environmental approvals. Under this Act:

- O. Reg. 232/98 governs the regulatory and approval requirements for new or expanding landfills. The regulation includes requirements regarding ownership, design, financial assurance, operations, and closure;
- Revised O. Reg. 347 General Waste Management sets the standards for disposal sites; the management, tracking and disposal of hazardous and liquid industrial waste; and requirements for landfill gas collection and flaring.

Policies, rules and regulations that guide Ontario's **resource recovery and waste reduction** include the Waste-Free Ontario Act, 2016 which is comprised of the Resource Recovery and Circular Economy Act (RRCEA), 2016 and the Waste Diversion Transition Act, 2016.

- *Resource Recovery and Circular Economy Act, 2016*
Ontario is making producers responsible for managing the waste generated from their products and packaging, paying for the full life-cycle of their products. It will require ministries, municipalities, producers and others to perform waste reduction and resource recovery activities in a manner that is consistent with provincial policies.
- *Waste Diversion Transition Act, 2016*
The Waste Diversion Transition Act, 2016 will allow the products and packaging managed under existing waste diversion programs to be smoothly transitioned to the new producer responsibility framework. To ensure a seamless transition, regulations that make producers fully responsible will come into effect the same day each of the current programs end. These programs include:
 - ✓ Blue Box Program recycles printed paper, packaging (plastics, paper, glass, aluminum and steel) and textiles; (O. Reg. 386/16). The Blue Box Program will transition to

producer responsibility in phases over a three-year period, starting in 2023. By December 31, 2025, producers will be fully responsible for providing Blue Box services province wide.

- ✓ Municipal Hazardous or Special Waste Program recycles or properly disposes of paint, antifreeze, batteries, fertilizers and other hazardous or special materials; (O. Reg. 387/16). Battery materials will transition to the producer responsibility model on July 1, 2020 and the remaining program materials will transition on July 1, 2021.
- ✓ Waste Electrical and Electronic Equipment Program reuses or recycles electronic equipment like computers, televisions and stereos; (O. Reg. 389/16). It will transition to the producer responsibility model on January 1, 2021.
- ✓ Tire Collection Network is a regulatory framework, which makes tire producers responsible for creating an accessible, convenient and free tire collection network across the province, (O. Reg. 390/16).

There is also the Food and Organic Waste Framework, released on April 30, 2018, which consists of two complementary components:

- ✓ Food and Organic Waste Action Plan, which outlines strategic commitments to be taken by the province to address food and organic waste, and
- ✓ Food and Organic Waste Policy Statement, issued under section 11 of the RRCEA, 2016, provides direction to provincial ministries, municipalities, industrial, commercial and institutional establishments, and the waste management sector to increase waste reduction and resource recovery of food and organic waste. Under Policy 4.2 (ii) municipalities in Southern Ontario with a population between 20,000 and 50,000 and a population density greater than 100 persons/ km² are required to achieve *“50% waste reduction and resource recovery of food and organic waste generated by single-family dwellings in urban settlement areas by 2025”*. The City falls into this category.

2.2 Public Sector Accounting Board (PSAB) Requirements

PSAB 3270 Solid Waste Landfill Closure and Post Closure Care Liability sets out the requirements for municipalities to account for and report on the landfill closure and post closure care liability in their annual financial statement submissions (FIRs). The liability calculation must consider the closure and post closure care activities. However, PSAB 3270 recognizes that each landfill site is different and allows flexibility for municipalities to consider their specific situations. PSAB 3280 Asset Retirement Obligations is new and will replace PSAB 3270 with respect to landfill site liability effective April 1, 2021. It applies to public sector entities that *“have a legal obligation to permanently remove a tangible capital asset from service (i.e., retire) and control the tangible capital asset that needs to be retired”*. The requirements under both standards are similar. These standards and the liability calculations are presented in a separate report entitled: *City of Cornwall Landfill Site Closure & Post Closure Care Liability Report, December 2019*.

2.3 City By-laws

The City regulates waste management and recycling activities through the following by-laws:

- By-Law 2019-047 establishes the list of fees and charges for Tipping Fees Account Transactions, Tipping Fees Cash Transactions, tires, and Free Transactions;
- By-Law 2019-34 regulates the collection, removal and disposal of municipal solid waste in the City; and

The Waste Management department has a by-law enforcement officer that responds to complaints related to curbside waste and enforces the by-laws. Curbside infractions carry a minimum fine of \$150.00.

3 Current Waste Management Services

The waste management services currently provided by the City include:

| <u>Waste Diversion</u> | <u>Waste Disposal</u> |
|--|--|
| <ul style="list-style-type: none">• Recycling Collection• Apartment & IC&I Blue Cart Collection• Processing of Blue Box Materials• Household Hazardous Waste (HHW) Collection• Leaf & Yard Waste Collection• Drop off Diversion Depot• Paint Reuse Centre• Other Diversion Services – electronics, backyard composting, wood waste, scrap metal, etc. | <ul style="list-style-type: none">• Curbside Waste Collection• Apartment Waste Collection• Landfill Disposal of Residential & IC&I Waste |

The general level of service offered to residents and businesses is summarized in Table 3-1:
Current Level of Service

Table 3-1 Current Level of Service

| Service | Service Level |
|--|--|
| Recycling Collection: | <ul style="list-style-type: none"> Once per week from 5 zones for residential buildings up to 6 units and small commercial buildings Recyclables must be placed in blue or black boxes or blue bags not exceeding 60 lbs each Unlimited number of containers Cardboard may be set out separately Single stream collection Set out between 7pm the day before and 7am on collection day Sale of recycling boxes and carts at City Hall |
| Apartment & IC&I Recycling: | <ul style="list-style-type: none"> Cart collection of single stream materials is available for apartment buildings with 7 or more units Twice a week recycling is available to BIA properties Outside BIA can use the curbside program Must use carts between 70L and 360L capacity |
| Blue Box Processing: | <ul style="list-style-type: none"> Sorting and baling of all materials collected through the curbside and apartment collection programs Transportation and sale to end markets |
| Household Hazardous Waste (HHW): | <ul style="list-style-type: none"> Residents may drop off HHW 4 times per month between April and November at the depot No service charge Monday to Friday from 8:00am to 4:30pm and on Saturdays to 12 noon |
| Leaf & Yard Waste Collection: | <ul style="list-style-type: none"> Curbside collection once per week during April to May and September to November each year Christmas tree collection once per year in January. |
| Drop Depot & Reuse Centre: | <ul style="list-style-type: none"> Residents may drop off recyclables at no charge during landfill operating hours Residents may obtain paint and related items from the Paint Reuse Centre at no charge during HHW Depot operating hours |
| Other Diversion Programs: | <ul style="list-style-type: none"> Residents may drop off tires and electronics for free at drop off depot, for recycling, during operating hours Residents may drop off wood waste and mattresses for a fee at drop off depot, for recycling, during operating hour Public space recycling including special event recycling that can be arranged |

| Service | Service Level |
|---|---|
| Curbside Waste Collection: | <ul style="list-style-type: none"> Once per week from 5 zones for residential buildings up to 6 units and small commercial buildings Garbage must be placed in container or bag not exceeding 60 lbs each Limit of 6 bags or 3 containers per week with amnesty days twice per year Bulk waste must be delivered to the landfill site for a fee – not collected at curb |
| Apartment Waste Collection: | <ul style="list-style-type: none"> Weekly cart collection of waste at apartment buildings with 7 or more units. Limit of 1 – 360 L cart for every 2 units |
| Waste Disposal at Landfill Site: | <ul style="list-style-type: none"> Residents and IC&I customers may drop off waste Monday to Friday from 7:30am to 4:30pm and on Saturdays to 12 noon. The tipping fee is \$77 per tonne or a minimum fee of \$10 per visit |

3.1 Waste Collection

The City provides weekly curbside and apartment waste collection through a contracted service provider. Small non-residential properties on the curbside collection routes and businesses in the Business Improvement Areas (BIAs) also receive garbage collection. Generally there are restrictions on the waste materials that are collected as indicated in the by-law. These include items such as hazardous waste, construction materials, tires, bulky wastes and white goods. Table 3-2 summarizes the number of residential and IC&I stops in 2019 for waste collection and the blue box program.

Table 3-2: Number of Collection Stops (2020 Estimate)

| Type of Property | No. of Stops |
|---------------------------------|---------------|
| Residential & Multi Residential | 14,465 |
| IC&I and BIA | 1,050 |
| Total | 15,515 |

3.2 Waste Disposal

Waste collected through the weekly waste collection program and waste delivered by the IC&I sector and directly by residents, is disposed at the existing landfill site. Approximately 27,741 tonnes of waste was disposed in 2018. This includes approximately 2,800 tonnes of Biosolids from the City's wastewater treatment plant. The Landfill also receives approximately 3,100 tonnes of Septage from private haulers. However, the Septage is discharged directly into the

Leachate collection system and conveyed to the WWTP for treatment. Table 3-3 summarizes the waste disposed annually based on 2018 information.

Table 3-3: Annual Waste Disposed (2018)

| Waste Type | Quantity (Tonnes) |
|--------------|-------------------|
| Residential | 14,138 |
| IC&I | 13,603 |
| Total | 27,741 |

3.3 Recycling Services

Weekly collection of recyclable materials is provided to residents and the IC&I sector through the curbside or cart collection program as noted in Table 3-1. Acceptable materials include newspapers, cardboard (OCC), boxboard, fine paper, magazines, glass and cans, PET plastics, high density polyethylene containers and aluminum foil. The materials collected are transported to the Materials Recycling Facility (MRF) located at 2590 Cornwall Centre Road for sorting and baling for shipment to end markets. The City owns the MRF and some equipment (conveyors and baler) but the collection and processing functions are outsourced to a single service provider. The City retains 100% of the revenues from the sale of materials. The MRF also receives recyclable materials from neighbouring municipalities for processing and sale. The City charges a tipping fee for the service and shares a percentage of the sales with the municipalities. The MRF is in the process of being updated with completion expected by March 2020. However ongoing major maintenance of equipment particularly the baler will be required.

3.4 Other Waste Diversion Services

The City also provides a range of other waste diversion services as noted in Table 3-1. These include leaf and yard waste, backyard composting, electronics collections, white good recycling, tires recycling, wood waste recycling, HHW and paint reuse. Residents are required to deliver the materials to the drop off depot either for a fee or free of charge depending on the materials. The quantity of materials diverted from disposal in 2018 is summarized in Table 3-4.

Table 3-4: Annual Waste Diverted (2018)

| Material | Quantity Diverted |
|----------------------------|-------------------|
| Leaves | 1,661 |
| Metal | 34 |
| Wood | 705 |
| Wood Chips (Residential) | 55 |
| Tires | 329 |
| Christmas Trees | 10 |
| Hazardous Waste | 58 |
| Electronic Waste | 40 |
| Collected & Depot Blue Box | 3,040 |
| Mattresses | 102 |
| Brewers Retail | 255 |
| Back Yard Composting | 746 |
| Grass cycling | 28 |
| Asphalt | 1,529 |
| Concrete | 11,421 |
| Commercial OCC | 127 |
| Total Diversion | 20,140 |

4 Current Waste Management Costs & Revenues

4.1 Annual Operating Costs

The gross annual cost to deliver waste management services are presented in Table 4-1. These are based on the 2019 budget and include operating costs and capital related costs that are included annually as part of the operating budget. The total gross annual cost is \$5,493,452 split almost equally between water diversion and waste disposal. Contracted services account for approximately 81% of the cost at \$4,456,000. Financial costs such as insurance and corporate costs account for approximately 7% (\$388,000), salaries and benefits 3% (\$172,730) and transfers to capital 5.5% (\$300,000). Note that there are no annual transfers to capital reserves. Instead the capital needs are funded annually on a 'pay as you go' basis. This results in fluctuating annual costs depending on the capital projects to be funded in a given year.

Table 4-1: Gross Annual Costs (2019 Budget)

| Account Description | Waste Diversion | Waste Disposal | Total (\$) | % of Gross Annual Cost |
|-----------------------------------|--------------------|--------------------|--------------------|------------------------|
| OPERATING COSTS | | | | |
| <i>Salary and Benefits</i> | | | | |
| Full-time Salary | \$101,565 | \$33,855 | \$135,420 | 2.5% |
| Benefits | \$27,983 | \$9,328 | \$37,310 | 0.7% |
| <i>Salary and Benefits</i> | <i>\$129,548</i> | <i>\$43,183</i> | <i>\$172,730</i> | <i>3.1%</i> |
| <i>Purchase of Goods</i> | | | | |
| Public Relations | \$1,000 | \$1,000 | \$2,000 | 0.0% |
| Gravel | \$0 | \$3,500 | \$3,500 | 0.1% |
| Building Materials | \$0 | \$1,000 | \$1,000 | 0.0% |
| Stationery Supplies | \$0 | \$2,000 | \$2,000 | 0.0% |
| Books, Magazines | \$50 | \$50 | \$100 | 0.0% |
| Parts & Accessories | \$0 | \$1,000 | \$1,000 | 0.0% |
| Tires/Repair | \$200 | \$200 | \$400 | 0.0% |
| Janitorial Supplies | \$0 | \$500 | \$500 | 0.0% |
| Equipment Supplies | \$650 | \$5,950 | \$6,600 | 0.1% |
| Replacement Equipment | \$0 | \$6,000 | \$6,000 | 0.1% |
| Equipment Parts | \$500 | \$1,500 | \$2,000 | 0.0% |
| Uniforms, Clothing | \$150 | \$150 | \$300 | 0.0% |
| Safety Supplies, Shoes, etc | \$300 | \$300 | \$600 | 0.0% |
| Electricity | \$0 | \$17,350 | \$17,350 | 0.3% |
| Propane | \$0 | \$75 | \$75 | 0.0% |
| <i>Purchase of Goods</i> | <i>\$2,850</i> | <i>\$40,575</i> | <i>\$43,425</i> | <i>1%</i> |
| <i>Services & Rent</i> | | | | |
| Lease Agreements | \$0 | \$600 | \$600 | 0.0% |
| City Equipment Rental | \$10,841 | \$3,614 | \$14,454 | 0.3% |
| Training/Educational | \$1,250 | \$1,250 | \$2,500 | 0.0% |
| Conferences | \$250 | \$250 | \$500 | 0.0% |
| Accomm/Meals | \$500 | \$500 | \$1,000 | 0.0% |
| Transportation | \$250 | \$250 | \$500 | 0.0% |
| Telephone Lines | \$1,278 | \$2,393 | \$3,670 | 0.1% |
| Cellular Phones | \$498 | \$1,323 | \$1,820 | 0.0% |
| Subscriptions | \$125 | \$125 | \$250 | 0.0% |
| Memberships | \$850 | \$850 | \$1,700 | 0.0% |
| General Advertising | \$7,500 | \$14,500 | \$22,000 | 0.4% |
| Other Services | \$65,600 | \$0 | \$65,600 | 1.2% |
| Christmas Tree Collection | \$7,000 | \$0 | \$7,000 | 0.1% |
| Translation Costs | \$0 | \$1,000 | \$1,000 | 0.0% |
| Contracted Services | \$2,455,900 | \$2,000,094 | \$4,455,994 | 81.1% |
| Grass Cutting | \$0 | \$10,000 | \$10,000 | 0.2% |
| Outside Building Mtce | \$0 | \$1,000 | \$1,000 | 0.0% |
| <i>Services & Rent</i> | <i>\$2,551,841</i> | <i>\$2,037,748</i> | <i>\$4,589,588</i> | <i>84%</i> |
| <i>Financial</i> | | | | |
| Taxes | \$30,397 | \$25,240 | \$55,637 | 1.0% |
| Corporate Costs | \$129,008 | \$125,973 | \$254,981 | 4.6% |

| Account Description | Waste Diversion | Waste Disposal | Total (\$) | % of Gross Annual Cost |
|------------------------------|--------------------|--------------------|--------------------|------------------------|
| IT Hardware/Software Direct | \$0 | \$10,000 | \$10,000 | 0.2% |
| Financial Costs | \$0 | \$31,000 | \$31,000 | 0.6% |
| Insurance Premiums | \$18,046 | \$18,046 | \$36,091 | 0.7% |
| <i>Financial</i> | <i>\$177,451</i> | <i>\$210,259</i> | <i>\$387,709</i> | <i>7%</i> |
| GROSS OPERATING COSTS | \$2,861,689 | \$2,331,764 | \$5,193,452 | 95% |
| CAPITAL RELATED COSTS | | | | |
| Contribution to Reserves | \$0 | \$0 | \$0 | 0.0% |
| Contribution to Capital | \$10,000 | \$290,000 | \$300,000 | 5.5% |
| CAPITAL RELATED COSTS | \$10,000 | \$290,000 | \$300,000 | 5% |
| GROSS ANNUAL COSTS | \$2,871,689 | \$2,621,764 | \$5,493,452 | 100% |

The contract costs of \$4,456,000 are for the services listed in Table 4-2. Waste diversion accounts for 55% of the contracts and disposal 45% based on cost. The blue box program which includes collection processing and sale of materials is 48% the contract costs at \$2,152,320. Waste collection and disposal at the landfill site together form 38% of the costs at \$1,659,212.

The other contracts are for other waste diversion services and activities that support the landfill operations. These account for approximately 14% of the contract costs.

Table 4-2: Breakdown of Contract Costs (2019 Budget)

| Contract | Waste Diversion | |
|------------------------------------|------------------|-------------|
| | \$ | % |
| <i>Waste Diversion</i> | | |
| Household Hazardous Waste | \$67,980 | 2% |
| Blue Box Program | \$2,152,320 | 48% |
| Leaf Diversion Program | \$214,600 | 5% |
| Wood Waste Diversion Program | \$21,000 | 0.5% |
| Total Diversion Contracts | \$2,455,900 | 55% |
| <i>Waste Disposal</i> | | |
| Landfill Site Monitoring | \$102,146 | 2% |
| Landfill Security | \$69,656 | 2% |
| Landfill Maintenance | \$32,400 | 1% |
| Gas / Leachate Collection Old Site | \$136,680 | 3% |
| Solid Waste Disposal | \$737,378 | 17% |
| Curbside Collection | \$921,834 | 21% |
| Total Disposal Contracts | \$2,000,094 | 45% |
| Total Contracts | 4,455,994 | 100% |

4.2 Annual Revenues

The annual revenue is approximately \$2,788,000. This includes revenue generated from operations and ongoing provincial funding as shown in Table 4-3. Landfill tipping fees account for approximately 58% of the annual revenue at \$1,624,650. Revenue from the sale of blue box materials is approximately \$338,500 which is 12% of annual revenue and depends on the market prices for the respective materials. Provincial funding in support of waste diversion accounts for 21% (\$585,000) and varies according to the quantity materials recycled each year and other funding criteria. Approximately 8% (\$236,000) of the annual revenue is from the sale of other materials such as scrap metal, mattresses, etc. The City also receives and processes recyclables from five (5) other municipalities. The revenue generated from the sale of these materials is included with the revenue from the sale of City's blue box materials. Going forward the costs and revenues associated with the materials from the other municipalities will be tracked and accounted for separately.

Table 4-3: Annual Revenues (2019 Budget)

| Account Description | Waste Diversion | Waste Disposal | Total (\$) | % of Annual Revenue |
|--------------------------|--------------------|--------------------|--------------------|---------------------|
| OPERATING REVENUE | | | | |
| Other Ontario | \$585,300 | \$0 | \$585,300 | 21.0% |
| Concessions | \$1,700 | \$0 | \$1,700 | 0.1% |
| Recycled Materials | \$338,500 | \$0 | \$338,500 | 12.1% |
| Tipping Fees | \$0 | \$1,624,650 | \$1,624,650 | 58.3% |
| Recoveries | \$235,573 | \$0 | \$235,573 | 8.4% |
| Admin Fees | \$0 | \$1,500 | \$1,500 | 0.1% |
| Misc Other Revenue | \$800 | \$0 | \$800 | 0.0% |
| Annual Revenue | \$1,161,873 | \$1,626,150 | \$2,788,023 | 100% |

4.3 Net Annual Costs

Table 4-4 summarizes the current annual costs. The net annual cost of waste management recovered from taxes based on the 2019 budget is approximately \$2,705,400. This indicates that approximately half of the gross annual costs are offset by revenue from operations and grants. Approximately 63% (\$1,710,000) of the net cost is for waste diversion and 37% (\$996,000) is for waste disposal. The total net waste management cost represents approximately 3.7% of the tax levy (based on the 2029 tax levy of \$73,797,487).

Table 4-4: Net Annual Costs Recovered from Taxes (2019 Budget)

| Account Description | Waste Diversion | | Waste Disposal | | Total (\$) |
|---------------------------|--------------------|------------|------------------|------------|--------------------|
| | \$ | % | \$ | % | |
| Gross Operating Cost | \$2,861,689 | 55% | \$2,331,764 | 45% | \$5,193,452 |
| Capital Related Cost | \$10,000 | 3% | \$290,000 | 97% | \$300,000 |
| Gross Annual Cost | \$2,871,689 | 52% | \$2,621,764 | 48% | \$5,493,452 |
| Annual Revenue | (\$1,161,873) | 42% | (\$1,626,150) | 58% | (\$2,788,023) |
| Net Operating Cost | \$1,709,816 | 63% | \$995,614 | 37% | \$2,705,429 |

4.4 Historical Capital Expenditures

The capital expenditures related to waste management over the past 10 years are summarized in Table 4-5. Approximately \$3,028,036 were spent on capital projects in the past 10 years; \$587,000 for waste diversion; and \$2,441,000 on waste disposal projects.

Table 4-5: Historical Capital Expenditures

| Historical Capital Project | Expenditure |
|---|--------------------|
| Waste Diversion | |
| Recycling Equipment | \$192,412 |
| Solid Waste Recycling Review Implementation | \$392,463 |
| Waste Management Diversion and Program Implementation | \$2,035 |
| <i>Subtotal</i> | \$586,909 |
| Waste Disposal | |
| Landfill Site-Gas Collection | \$1,685,155 |
| Landfill Site Reception Area | \$371,290 |
| Landfill Site-Leachate Improvement | \$22,616 |
| Landfill Expansion / Alternative Disposal ECA | \$1,275 |
| Landfill Site Public Service Area | \$59,944 |
| Flare Replacement | \$56,015 |
| Landfill Leachate-Gas Collection | \$244,831 |
| <i>Subtotal</i> | \$2,441,126 |
| Total | \$3,028,036 |

5 Future Waste Management Costs

The current waste management costs reflect the current services levels and regulatory environment. However higher costs are expected in the future due to the impending closure of the landfill site by 2032. The cost of disposal would depend on the approach taken by the City to provide waste disposal capacity beyond 2032 and funding for closure and post closure care of the landfill site. There are also potential regulatory changes to waste diversion services in the future that would affect costs if implemented. Costs related to asset renewal and replacement also needs to be considered.

5.1 Factors Influencing Future Costs

There are many factors that would have an impact on the future cost of waste management services.

- Regulatory Requirements. Compliance with all regulatory requirements and conditions of facility licences must be maintained. This would include ensuring that any remediation work required as a result of routine inspections by the Ministry of Environment Conservation and Parks (MECP) is implemented as needed.
- Customer Growth. Management of additional waste generated by new customers due to growth. Collection cost is expected to increase as the number of homes increase.
- New Waste Disposal Capacity. The cost of new waste disposal capacity would depend on the option pursued by the City. These include extending the use of the existing landfill site, seeking a new City-owned landfill site and accessing available private sector waste disposal capacity through contract. Accordingly waste disposal costs are expected to increase significantly
- Landfill Liability. This relates to the closure and post closure care of the existing landfill site and ensuring that funding would be available to undertake these activities. This is currently an unfunded liability that represents a significant future cost.
- Recycling Changes. Discussions are underway at the Provincial level to potentially change the structure of the recycling program by transferring the responsibility for recycling to the producers of packaging. This is intended encourage the design and use of more recyclable packaging and phased in between 2023 and 2025. Similar transitions are also anticipated for Household Hazardous Waste (HHW) and electronics recycling between July 2020 and July 2021. The eventual role that municipalities will play in the transitioning is yet to be determined. It is anticipated that the use of some facilities may not be required by producers as the overall system is rationalized. However, there is the possibility that municipalities may offer their services and facilities to producers on a cost recovery basis through a bidding process. The change in responsibility is expected to lower or remove the cost to municipalities for recycling. However until the details are known it is difficult to estimate the extent to which costs would decrease.
- Organics Collection. The Food and Organic Waste Policy Statement, issued under section 11 of the RRCEA, 2016, requires the City to achieve 50% organics waste reduction in urban areas by 2025. The collection and processing costs of organics will be a major increase to the level of service and are expected to result in much higher annual costs
- Recyclable Materials Market Price. The recent decline in the market price for recyclable materials means lower revenue to offset costs. These low prices are expected to continue over the next few years.
- Customer Expectations. Climate change and environmental impacts are current issues that are important to customers. Although there is pressure to deliver more for less, there is a growing recognition and acceptance that more environmentally friendly programs are

needed. Customers have also become accustomed to the current level of service particularly regarding the convenience of the drop-off container station at the landfill site. This would mean continuation of this facility after closure.

- Asset Renewal and Replacement. The existing assets will require capital investments in the future to maintain their current functionality and level of service. These will form part of the overall capital program related to waste management.
- Contract Services Market Pricing. The cost of services delivered by contractors is expected to rise by the annual rate of inflation as a minimum as reported by Statistics Canada. The cost of construction is also expected to increase by the annual rate of capital inflation.

5.2 Future Cost Assumptions

The full cost of managing the City's solid waste system takes into account all factors that have a bearing on the level of effort and costs required to ensure reliable service to customers and environmental stewardship over the long-term. These include both current and future considerations that would influence the cost of managing the system. These factors would have different implications depending on the type of activity. For example asset life cycle replacement needs and costs can be significant for the landfill site and diversion facilities but not the collection service which are contracted services and operational costs.

For the purposes of this assessment it was assumed that the current levels of service would be maintained over the period 2020 to 2044 (Study Period) inclusive without any major changes to the services offered and the City's current and future obligations under the status quo would apply. However, high level assumptions and estimates are included to indicate the cost changes that may occur due to the shift in recycling responsibility from the City to packaging producers and implementation of an organics program in 2025. The main assumptions for the status quo are:

- Continuing the current recycling collection and processing and other diversion programs indefinitely at existing levels of service. This assumes that a Residential Drop-Off Station would remain at the existing landfill site beyond 2032 for the convenience of residents.
- Current waste collection to continue indefinitely.
- Waste disposal at the City's Landfill Site would end in 2032.
- Waste disposal beyond 2032 would be at a private facility. The City will be pursuing extended use of the existing landfill site. Because the outcome is uncertain at this time the default of disposal at a private facility through a service contract is considered in the analysis.
- Establishing a dedicated reserve fund to fully address the landfill liability related to closure and post closure care by the time of closure in 2032. This is based on the principle that the users of the landfill (beneficiaries) would pay for the funding. The liability calculation is

presented in the report: City of Cornwall, Landfill Closure and Post Closure Care Liability Report, November 2019.

The main drivers of cost and the assumptions made in quantifying costs are included in Table 5-1.

Table 5-1: Future Cost Assumptions

| Waste Management Service | Assumptions Regarding Future Costs |
|--------------------------|--|
| Waste Collection | <ul style="list-style-type: none"> There would be no significant change in the level of service. i.e. current collection frequency etc. The 2020 proposed Operating budget reflects these costs with the following future increases: <ul style="list-style-type: none"> Annual inflationary increases of 2% 15,515 stops in 2020 with annual increase in households of 0.5% to 0.8% based on DC Study growth projections Waste collection costs after 2032 will increase by an additional 10% to cover the cost of direct haulage of curbside waste by collection trucks to a private landfill site. |
| Landfill Waste Disposal | <ul style="list-style-type: none"> There would be no significant change in the level of service. The 2020 proposed Operating Budget reflects operating costs with annual inflationary increases of 2% to the year of closure (2032) The Drop-Off Container Station at the existing landfill site would continue to operate beyond 2032 for the convenience of residential customers only. The operating cost would be 2019 costs indexed to 2033 plus 10% for the additional haulage distance to a private landfill site The Landfill Site would close at the end of 2032 Disposal operating cost per tonne would increase in 2033 based on based on a disposal fee of \$132 per tonne (\$100 in 2019 dollars inflated to 2033) applied to residential waste only beginning in 2033 Capital costs related to the landfill site would be as noted in Table 7-1 up to the time of closure based on capital inflation of 5%. All capital to be funded from reserve with the exception of the new Landfill Gas System to be built in 2020 at a cost of approximately \$1.674 million. This will be debt financed over 15 years at 3% interest. The landfill closure and post closure care estimated at \$36,814,551 as of January 1, 2033 dollars based on a 50-year post closure period. Annual contributions of \$2,458,096 between 2020 and 2032 inclusive into dedicated landfill site closure and post closure care reserve fund Annual contributions will be made to a disposal capital reserve in amounts sufficient to maintain sustainable funding of projects and account for unforeseen costs Target reserve balance would be between 5% and 10% of current year asset replacement value No annual contributions to an operating reserve. This will be at the corporate level. Reserves would earn interest at 2.4% 2019 waste disposal of 27,787 tonnes (14,184 residential; 13,603 IC&I) to |

| Waste Management Service | Assumptions Regarding Future Costs |
|--------------------------|---|
| | increase annually by 0.2% |
| Blue Box Recycling | <ul style="list-style-type: none"> The current level of service would continue i.e. collection frequency, materials collected, etc. The City would continue to be responsible for recycling indefinitely The 2019 materials capture rate would apply over the period 2020 budget is reflective of operating costs inflated at 2% per year over the period and revenues at 1%. Revenue from other municipalities would be \$301/ tonne starting in 2020 increasing annually by the tonnage and cost per tonne each year. Blue box curbside collection would increase by 2% inflation and the increase in the number of stops in the year Recycling processing costs would increase by 2% inflation Revenue would be based on sales of 5,200 tonnes at \$55 per tonne Capital costs would be as noted in Table 6-1, and funded from reserves Annual contributions will be made to capital reserve in amounts sufficient to maintain sustainable funding of projects and account for unforeseen costs Target reserve balance would be between 5% and 10% of current year asset replacement value No annual contributions to an operating reserve. This will be at the corporate level Reserves would earn interest at 2.4% |
| Other Waste Diversion | <ul style="list-style-type: none"> The current level of service would continue The 2019 materials capture rate would apply over the period 2020 budget is reflective of operating costs and revenues inflated at 2% per year over the period. Capital costs would be as noted in Table 6-1, and funded from reserves Annual contributions will be made to capital reserve in amounts |
| Administration | <ul style="list-style-type: none"> Administration costs would be based on 2019 budget inflated at 2% annually. Cost would be allocated to Diversion and Disposal on a 50/50 basis |

5.3 Data Sources

The primary sources of data used to prepare the cost of service are listed in Table 5-2. In addition, information was also developed from discussions with and input from the City's staff, as required.

Table 5-2: Cost of Service Study - Data Sources

| Item | Data Source |
|----------------------------|---|
| O&M and Capital Costs | <ul style="list-style-type: none"> City's 2019 & 2020 Budget City's 2020- 2029 Capital Budget Forecast |
| Non-Rate Revenues | <ul style="list-style-type: none"> City's 2019 & 2020 Operating Budgets |
| Asset Life Expectancy | <ul style="list-style-type: none"> The City's PSAB 3150 Asset Registry |
| Asset Replacement Costs | <ul style="list-style-type: none"> The City's 2016 Asset Management Plan The City's PSAB 3150 Asset Registry City's 2019 Capital Budget and 10-Year Capital Forecast |
| Customer Growth | <ul style="list-style-type: none"> City's Development Charges Study |
| Non-Rate Revenues | <ul style="list-style-type: none"> City's 2019 & 2020 Operating Budgets |
| Capital Financing | <ul style="list-style-type: none"> City's financing policy including reserve policy Industry best practices |
| Waste Diversion Quantities | <ul style="list-style-type: none"> City's 2018 Historical Records |
| Waste Diversion Quantities | <ul style="list-style-type: none"> City's 2018 Historical Records |

5.4 Guiding Principles

The guiding principles used to develop the full cost of waste management services are noted below.

1. **Existing Levels of Service.** The current levels of service would continue indefinitely
2. **Landfill Liability Fairness & Equity.** The funding to offset this liability would be recovered from existing users of the landfill site before it closes in 2032
3. **Full Cost of Service.** Ensuring that all costs including asset life cycle costs are accounted for over the long-term (2020-2044 inclusive) to obtain the full cost of service.
4. **Capital Financing.** All capital projects will be funded through the respective waste diversion and waste disposal reserves. Debt will only be used to finance the new landfill gas control system.
5. **Transparency.** Cost of service calculations and assumptions must be transparent and easily explained.

6 Full Cost of Service – Waste Diversion

6.1 Waste Diversion Capital Costs

The waste diversion capital budget requirements over the study period are presented in Appendix A. This reflects the projects identified in the City's 10-year Capital Budget Forecast in conjunction with the replacement of existing diversion assets based on the asset inventory and life expectancies and age. The information provided in the 2016 Asset Management Plan was also considered. It should be noted that some of the projects identified in the 10-year Capital Budget Forecast include asset replacement. Therefore these projects were rationalized with the projected asset replacement needs to ensure that there was no duplication in the projections.

Table 6-1 shows the total requirements over the 25-year period by project. The total projected capital requirement is estimated to be \$2,102,000. On average this is approximately \$84,000 which is approximately 42% higher than the City's average annual gross expenditures over the past 10 years of approximately \$59,000 on waste diversion projects.

Table 6-1: Waste Diversion Capital Needs (2020-2044)

| Capital Project | 2020-2044 |
|--|--------------------|
| <i>City's Capital Program</i> | |
| Diversion Facilities Equipment and Building Upgrades | \$537,034 |
| Inbound Scale Replacement | \$31,500 |
| <i>Subtotal</i> | \$568,534 |
| <i>Asset Management Needs</i> | |
| Weigh Scales & Building | \$153,154 |
| Recycling Facility | \$1,290,709 |
| Special Waste Depot (HHW) | \$89,793 |
| <i>Subtotal</i> | \$1,533,656 |
| Total | \$2,102,189 |

Capital financing will be entirely through the capital reserve. Other sources of financing such as provincial and/ or federal grants are unpredictable and are therefore not considered over the long-term. However the City is encouraged to aggressively pursue these funding opportunities as they become available to reduce the overall amount to be funded from taxes and the Waste Diversion Capital Reserve.

6.2 Waste Diversion Capital Reserve Requirements

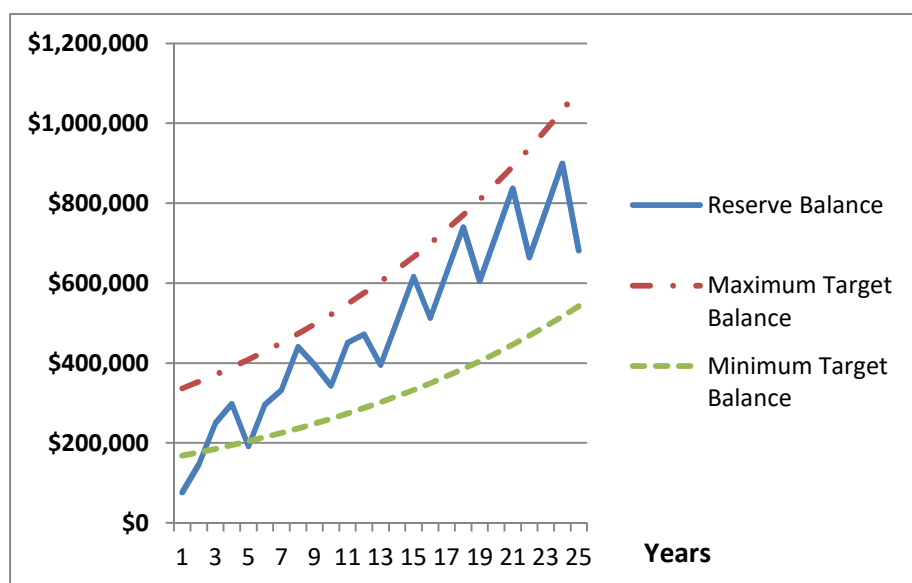
Capital projects are currently funded each year as needed. This method of capital funding results in fluctuations to the amounts required to be funded from taxes each year. Establishing a Waste Diversion Capital Reserve as the funding source for capital projects would facilitate stable annual contributions and provide sufficient funding for all future projects and emergency situations over time. Appendix A shows the projected continuity schedules for the reserve. This shows the transfers to and from the reserve and the opening and closing balances. The reserve is assumed to earn annual interest of 2.4% on balances. Typically an Operating Reserve would also be established to stabilize annual funding requirements from taxes. However in the City's case this is provided at a corporate level so a separate reserve is not required.

Waste Diversion Capital Reserve

The Waste Diversion Capital Reserve, with an opening balance of approximately \$18,160 at the beginning of 2020, will be the main source of financing for future projects. This requires that annual contributions be made to the reserve to ensure that sufficient funds are available over the long-term for all projects including asset replacement/ rehabilitation requirements. These annual contributions (to be raised through the operations budget each year) are projected to be \$87,833 in 2020 and \$100,000 annually from 2021 to 2044.

The reserve closing balance is targeted to be a minimum of 5% and maximum of 10% of the asset replacement value adjusted for capital inflation each year over the study period. The annual reserve balance is projected to be \$76,000 at the close of 2020 increasing to approximately \$682,000 by 2044.

Figure 6-1: Waste Diversion Reserve (2020-2044)



6.3 Debt Related Costs

There is no existing debt related to the City's waste diversion system. Under the City's current financial policy debt financing would only be considered for projects greater than \$2.5 million for assets with a life expectancy of at least 20 years. This need is not projected to arise within the study period but may apply closer to 2060 when replacement of the MRF is estimated to be required. Therefore there is no debt financing projected for the period 2020 to 2044.

6.4 Annual Cost of Service

The annual cost of service for waste diversion is presented in Appendix B. This shows the projected gross cost of service in each year over the period 2020 to 2044 the projected operating revenues and the resulting net cost. It also shows the estimated unit costs per capita, per household and per tonne. Table 6-2 shows the same information for 2019, 2020 and 2021.

The gross cost is projected to increase by approximately \$525,000 in 2020 from \$2,871,689 in 2019 to \$3,447,256 in 2020. However the operating revenue is also projected to increase due mainly to the service charges to the other municipalities. This would result in a reduction in the net 2020 costs by approximately 3.2% compared to 2019. This translates into a net cost of approximately \$82 per tonne of waste diverted in 2020. However, the revenue from the sale of recyclables is projected to be lower based on the recent decline in market prices. The gross cost to process recyclable materials at the MRF is estimated to be \$301 per tonne.

Beginning in 2021 the net costs are expected to increase with a 2021 increase of approximately 4.7% and annually thereafter by approximately 3% to 4% over the 25-year period.

Table 6-3 shows the allocation of the 2020 costs to the City's residential and IC&I sectors and the other municipalities that receive recycling processing and marketing services from the City. It is also noted that the 2020 transfer to the capital reserve accounts for approximately 3% of the annual budget.

Table 6-2: Cost of Service – Waste Diversion (2019 – 2021)

| Cost Description | 2019 | 2020 | 2021 |
|---|--------------------|--------------------|--------------------|
| Operating Costs | | | |
| Household Hazardous Waste | \$71,015 | \$102,766 | \$104,821 |
| Blue Box Program - Curbside Collection (Based on Stops) | \$921,834 | \$961,402 | \$987,682 |
| Blue Box Program - Processing (Other Municipalities) | \$705,872 | \$721,046 | \$742,822 |
| Blue Box Program - Processing (City Materials) | \$524,614 | \$783,954 | \$799,633 |
| Blue Box Program - Revenue Sharing (Other Municipalities) | \$0 | \$111,202 | \$113,426 |
| Blue Box Program - Other Costs | \$171,849 | \$200,822 | \$204,838 |
| Leaf Diversion Program | \$214,600 | \$208,734 | \$214,534 |
| Wood Waste Diversion Program | \$21,000 | \$21,500 | \$21,930 |
| Administration | \$230,905 | \$247,997 | \$252,957 |
| Gross Operating Costs | \$2,861,689 | \$3,359,423 | \$3,442,643 |
| Capital Related Costs | | | |
| Transfers to Capital Reserve | \$10,000 | \$87,833 | \$100,000 |
| Debt Servicing | \$0 | \$0 | \$0 |
| Gross Capital Related Costs | \$10,000 | \$87,833 | \$100,000 |
| COST OF SERVICE (GROSS) | \$2,871,689 | \$3,447,256 | \$3,542,643 |
| Program Revenues | | | |
| Household Hazardous Waste Program Revenues | \$32,600 | \$16,500 | \$16,665 |
| Blue Box Program Revenues - Ontario Grant (Collection) | \$284,150 | \$286,349 | \$289,212 |
| Blue Box Program Revenues - Ontario Grant (Processing) | \$284,150 | \$286,349 | \$289,212 |
| Blue Box Program Revenues - Other Municipalities | \$0 | \$777,311 | \$785,084 |
| Blue Box Program Revenues - Blue Box Materials Sales | \$338,500 | \$286,022 | \$288,506 |
| Blue Box Program Revenues - Other | \$171,873 | \$87,800 | \$88,678 |
| Leaf Diversion Program Revenues | \$4,000 | \$4,000 | \$4,040 |
| Wood Waste Diversion Program Revenues | \$46,600 | \$47,300 | \$47,773 |
| Total Program Revenues | \$1,161,873 | \$1,791,631 | \$1,809,171 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$1,709,816 | \$1,655,625 | \$1,733,472 |
| Annual Percent Change | | -3.2% | 4.7% |
| Cost per Capita | | | |
| Gross Cost per Capita | \$59 | \$71 | \$73 |
| Revenue per Capita | \$24 | \$37 | \$37 |
| Net Cost per Capita | \$35 | \$34 | \$36 |
| Cost per Household | | | |
| Gross Cost per Household | \$135 | \$160 | \$164 |
| Revenue per Household | \$54 | \$83 | \$84 |
| Net Cost per Household | \$80 | \$77 | \$80 |
| Cost per Tonne of Total Waste Diverted | | | |
| Gross Cost per Tonne Diverted | \$142 | \$171 | \$175 |
| Revenue per Tonne Diverted | \$58 | \$89 | \$90 |
| Net Cost per Tonne Diverted | \$85 | \$82 | \$86 |
| Gross Cost per Tonne to Process Blue Box Materials | | | |
| Tonne Delivered to MRF | 4,860 | 5,778 | 5,828 |
| Processing Cost (including Capital Related) | \$1,379,029 | \$1,741,631 | \$1,794,229 |
| Gross Cost per Tonne for Blue Box Materials Processing | \$284 | \$301 | \$308 |

Table 6-3: Allocation of Diversion Cost by Sector (2020)

| Cost Description | Residential Sector | | IC&I Sector | | Other Municipal | | 2020 Cost | |
|---------------------------------------|--------------------|-----|-------------|-----|-----------------|-----|-------------|-----------------|
| | \$ | % | \$ | % | \$ | % | \$ | % of Total Cost |
| Gross Operating Costs | \$2,232,542 | 66% | \$276,777 | 8% | \$850,104 | 25% | \$3,359,423 | 97% |
| Gross Capital Related Costs | \$52,611 | 60% | \$1,074 | 1% | \$34,148 | 39% | \$87,833 | 3% |
| COST OF SERVICE (GROSS) | \$2,285,153 | 66% | \$277,851 | 8% | \$884,252 | 26% | \$3,447,256 | 100% |
| Total Program Revenues | \$826,662 | 46% | \$76,456 | 4% | \$888,513 | 50% | \$1,791,631 | |
| COST OF SERVICE (NET) TO BE RECOVERED | \$1,458,491 | 88% | \$201,394 | 12% | (\$4,261) | 0% | \$1,655,625 | |

The residential sector accounts for approximately 66% of the gross cost but 46% of the revenue; the IC&I sector 8% of the gross cost and 4% of the revenue; and the other municipalities 26% of the gross costs and 50% of the revenue. This is because the majority of the costs and revenues are related to recycling. The cost incurred due to the processing services provided by the City to the other municipalities is offset by the revenue. Therefore the residential sector accounts for 88% of the net cost and the IC&C sector 8%.

6.5 Other Scenarios Affecting Diversion Costs

The cost of service for waste diversion assumes that the City would continue the current services without the addition of new services or changes to the existing service levels. There are two (2) scenarios that would affect the cost of service for which high level cost analyses were completed:

- Scenario 1- Transition to Packaging Producer Responsibility for Waste Diversion by 2025
- Scenario 2 - Implementing an organics program by 2025 in accordance with the Food and Organic Waste Policy Statement 4.2(ii)

Scenario 1- Transition to Packaging Producer Responsibility for Waste Diversion by 2025

The role that municipalities and specifically the City might have under the new structure has not yet been determined. Although the City may choose to be a service provider to the packaging producers on a cost recovery basis, for the purpose of this study, the following assumptions were made:

- packaging producers will be fully responsible for recycling by the end of 2025 and the HHW programs by the end of 2021
- packaging producers will be directly responsible for all costs and receive all revenues from the sale of recyclable materials following transfer
- if the City decides to divest from blue box recycling and HHW then there would be no requirement for capital investments in the MRF or HHW facilities beyond 2025 and 2021 respectively

The estimated changes to the cost of service projections presented in Section 6.4 are noted below.

- The capital requirements would be approximately \$333,000 between 2020 and 2025 with no requirements beyond that period. This is significantly lower than the projected amount of \$2,102,000 from 2020 to 2044.
- The capital reserve contributions of \$100,000 would not be required from 2026 onward. The reserve balance at the end of 2025 would be approximately \$302,000. This would be available for the City's use for other diversion programs such as organics collection or facility upgrades should the City have a role with the packaging producers to process recyclable materials.
- In 2022 the gross operating cost would be lower than projected by approximately \$21,000 to the transfer of the HHW program. The revenue would also be lower by approximately \$16,000. The resulting net cost \$1,711,000 would be a 1.3% decrease compared to 2021 net cost.
- In 2026 the gross operating cost would be lower than projected by approximately \$3,108,000 due to the transfer of recycling. The revenue would also be lower by approximately \$1,774,000. The resulting net cost of approximately \$774,000 would be a 67% decrease compared to 2025 net cost.
- Annual increases in the net cost related to other diversion programs such as mattress recycling etc. would be in the 2.3% range after 2026.

Scenario 2- Implementing an Organics Program by 2025

The assumptions for this scenario are listed below.

- The City would implement an organics collection and processing program in 2025 for residential properties only.
- Green bins would be provided to residents free of charge to encourage participation. The 2019 cost is estimated at \$42 per bin.
- 40% of the residential waste disposed would be diverted through the organics program
- The cost of collection and processing in 2025 would be approximately \$66 per stop and \$135 per tonne respectively

The estimated changes to the cost of service projections presented in Section 6.4 are noted below.

- The capital requirements would increase by approximately \$800,000 for the purchase of green bins in 2026.
- The capital reserve contributions would increase from \$100,000 to \$260,000 for the period 2021 to 2025 so that sufficient funds are available from the reserve to purchase the bins.
- In 2025 the gross operating cost would increase by approximately \$1,773,000 compared to the current projections. There would be no additional revenue generated by the organics program. The resulting net cost of \$3,943,000 would be an increase of 88% compared to 2024 net cost.
- Annual increases in the net cost would be in the 2.7% range after 2025.

7 Full Cost of Service – Waste Disposal

7.1 Waste Disposal Capital Costs

The waste disposal capital budget requirements until site closure in 2032 are presented in Appendix C. This reflects the projects identified in the City's 10-year Capital Budget Forecast in conjunction with the replacement of existing disposal assets based on the asset inventory and life expectancies and age. The information provided in the 2016 Asset management Plan was also considered. It should be noted that some of the projects identified in the 10-year Capital Budget Forecast include asset replacement. Therefore these projects were rationalized with the projected asset replacement needs to ensure that there was no duplication in the projections. The capital needs beyond 2032 for assets such as the landfill gas and Leachate collection systems are included in the annual requirements to fund closure and post closure care costs. These projects are noted in the report: *City of Cornwall Landfill Site Closure & Post Closure Care Liability Report, December 2019*.

Table 7-1 shows the total requirements to closure. The total projected capital requirement is estimated to be \$5,836,365 million. The annual average cost of \$449,000 over the next 13 years is 80% higher than the 10-year historical average capital expenditures of \$244,000.

Table 7-1: Waste Disposal Capital Needs to Closure (2020-2032)

| Capital Project | 2020-2032 |
|---|--------------------|
| <u>City's Capital Program</u> | |
| Landfill Leachate and Gas Collection Systems Upgrades | \$1,752,122 |
| Landfill Site - Service Area Infrastructure Upgrades | \$402,212 |
| Landfill Expansion / Alternative Disposal ECA | \$1,286,669 |
| New Landfill Gas Control System | \$1,674,000 |
| Flare Decommissioning | \$90,000 |
| Maintenance Building Repairs | \$88,200 |
| Landfill Site Paving Project | \$85,575 |
| Inbound Scale Replacement | \$77,175 |
| <i>Subtotal</i> | \$5,455,953 |
| <u>Asset Management Needs</u> | |
| Weigh Scales & Building | \$282,100 |
| Yard Improvements | \$88,913 |
| Storage Containers | \$9,352 |
| <i>Subtotal</i> | \$380,365 |
| Total | \$5,836,318 |

Capital financing will be through the capital reserve. However, the New Landfill Gas Control System estimated at \$1,674,000 will be financed through debt. The term is assumed to be 15 years at 3% interest for the purpose of this study. Other sources of financing such as provincial and/ or federal grants are unpredictable and are therefore not considered over the long-term. However the City is encouraged to aggressively pursue these funding opportunities as they become available to reduce the overall amount to be funded from the taxes and Waste Disposal Capital Reserve. Financing for closure and post closure care will be from the Landfill Closure and Post Closure Care Reserve Fund.

7.2 Waste Disposal Capital Reserve Requirements

Two (2) waste disposal reserves are required:

- Waste Disposal Capital Reserve
- Landfill Closure and Post Closure Capital Reserve Fund

Capital projects are currently funded each year as needed. This method of capital funding results in fluctuations to the amounts required to be funded from taxes each year. Establishing a Waste Disposal Capital Reserve as the funding source for capital projects would facilitate stable annual contributions and provide sufficient funding for all future projects and emergency situations over time. Appendix C shows the projected continuity schedule for the reserve. This shows the transfers to and from the reserve and the opening and closing balances. The reserve is assumed to earn annual interest of 2.4% on balances.

Typically an Operating Reserve would also be established to stabilize annual funding requirements from taxes. However in the City's case this is provided at a corporate level so a separate reserve is not required.

Waste Disposal Capital Reserve

The Waste Disposal Capital Reserve, with an opening balance of approximately \$469,270 at the beginning of 2020, will be the main source of financing for future projects. This requires that annual contributions be made to the reserve to ensure that sufficient funds are available over the long-term for all projects including asset replacement/ rehabilitation requirements. These annual contributions (to be raised through the operations budget each year) are projected to be \$270,000 in 2020 and \$420,000 annually from 2021 to 2029. It is recommended that the reserve needs be re-assessed in 2029 to ensure that it reflects the capital needs of the City's preferred strategy for new disposal capacity e.g. extension of the existing landfill site or seeking a green field site. The reserve closing balance is targeted to be a minimum of 5% and maximum of 10% of the asset replacement value adjusted for capital inflation each year over the study period. The annual reserve balance is projected to be \$470,000 at the end of 2020 and approximately \$486,000 by 2032 when the landfill site closes

Figure 7-1: Waste Disposal Reserve (2020-2032)



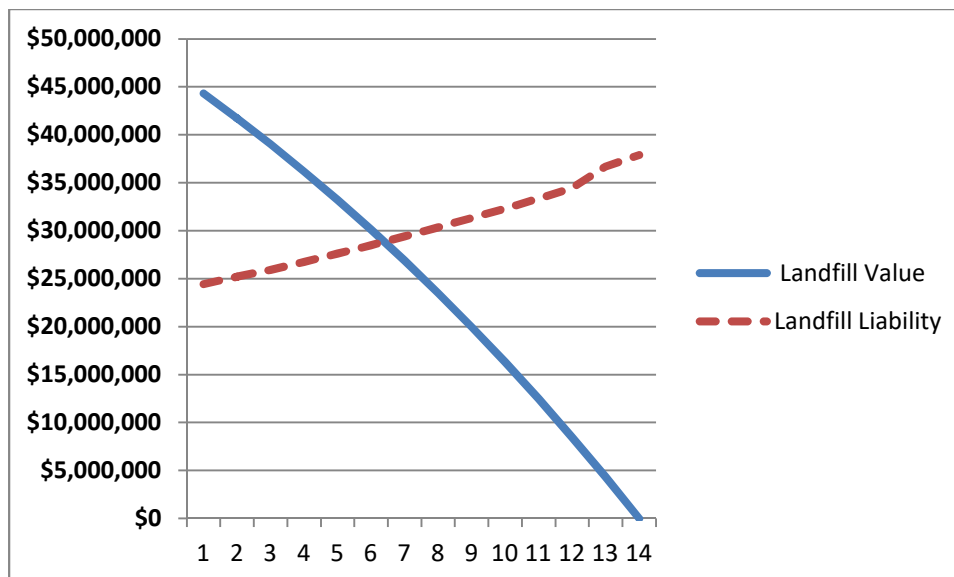
Landfill Closure and Post Closure Care Reserve Fund

There is an unfunded liability related to landfill closure and post closure care. This is estimated to be \$25,205,195 at the beginning of 2020 increasing to \$37,881,362 by the time of landfill site closure in 2032 as shown in Figure 7-2. The new Landfill Closure and Post Closure Care Reserve Fund is intended to be a restricted reserve for the sole purpose of funding projects and costs related to closure and post closure activities and reduce the liability. This is a new reserve with a 2020 opening balance of zero and a 2032 target balance equivalent to the estimated 2032 liability of \$37,881, 362. The annual contributions are estimated to be approximately \$2,458,000 from 2020 to 2032 inclusive. This amount is equivalent to a 3.3% increase in the 2019 tax levy. The annual contributions and the interest earned on the annual balances are projected to generate sufficient funding by the start of 2033 to pay for all closure and post closure care work over a 50-year post closure period from 2033. The intent is to fully fund the reserve by the time of landfill closure for fairness and equity purposes. The users of the landfill should pay for its post closure costs. When the landfill closes the opportunity to recover this cost from tipping fee revenues will no longer exist. However, this is a significant cost that the City may wish to recover through other means including property taxes. If lower annual reserve contributions are made prior to landfill closure then the reserve balance at the start of 2033 will not be sufficient to cover all closure and post closure costs as discussed under Section 7.5. The financial assurance required to address closure and post closure care obligations is expected to be a condition of approval should the City decide to extend the use of the existing landfill site or pursue a new landfill site.

The 2020 value of the remaining capacity at the landfill site is estimated to be approximately \$41,720,000. This is a high level estimate that is based on the remaining capacity of approximately 409,000 tonnes and an estimated 2020 market tipping fee of \$102 per tonne which may not include all costs associated with closure and post closure care. However, as

noted in Figure 7-2 this is a diminishing asset that would decline to zero at closure in 2032 when the benefits of disposal space and tipping fees would be no longer available.

Figure 7-2: Landfill Value & Liability (2020-2032)



7.3 Debt Related Costs

There is no existing debt related to the City's waste disposal system. However the City has decided to use debt financing for the New Landfill Gas Control System. Based on a 15-year term at 3% the annual debt repayment amount is estimated to be \$140,225 including principal and interest from 2021 to 2035. This amount is required from the annual operating budget between 2021 and 2032. The last three (3) years from 2033 to 2035 are covered by the Landfill Closure and Post Closure Care Reserve Fund

7.4 Annual Cost of Service

The annual cost of service for waste disposal is presented in Appendix D. This shows the projected gross cost of service in each year over the period 2020 to 2044 the projected operating revenues and the resulting net cost. It also shows the estimated unit costs per capita, per household for waste collection and the gross and net cost per tonne for disposal (excluding collection). Table 7-2 shows the same information for 2019, 2020 and 2021.

The gross cost is projected to increase to approximately \$5,157,250 in 2020 from \$2,618,300 in 2019. This is a 269% increase in the net cost of service is due to adding the Landfill Closure and Post Closure Care Reserve transfer of \$2,458,000 starting in 2020. This translates into a gross cost of approximately \$151 per tonne of waste disposed in 2020 and a net cost of \$97 per

tonne based on the projected 2020 annual tonnage of 27,832 (i.e. both residential and IC&I waste). The breakdown of the \$151 per tonne is shown in Table 7-2. Operations account for \$53 per tonne; capital related costs \$10 per tonne; and landfill closure and post closure care \$88 per tonne. This clearly indicates that the current tipping fee of \$77 per tonne is not sufficient to recover the full cost of disposing waste at the landfill site. The gross waste collection cost is estimated to be \$20 per capita or \$45 per household.

In 2021 the net costs are expected to increase by approximately 8.6% due mainly to the increase in the Waste Disposal Capital Reserve transfer to \$420,000 from \$270,000 and inflationary increases for other cost items. Between 2022 and 2029 the net annual costs are projected to increase by approximately 0.6% to 0.7%. In 2030 net cost are projected to decrease by 9.4% due to the suspension of capital reserve transfers because the reserve balance would be sufficient to cover any remaining capital works prior to closure. Following landfill closure the annual net cost is expected to increase by approximately 2% for the remainder of the 25-year period. This is due to the following cost changes projected to occur in 2033 as noted in Appendix D:

- The Landfill Closure and Post Closure Care reserve contributions would cease because the reserve would be fully funded, resulting in a significant decrease to the annual costs in 2033.
- Landfill tipping fee revenue obtained from the IC&I sector would cease due to closure of the landfill site.
- The cost of disposing residential waste only at a private site would increase.
- The cost of maintaining a drop-off station for residential waste only would continue.
- The cost of waste collection would increase due to the additional cost of direct haul to the private landfill site.

The net result of the above cost changes is the 2% per year increase on net annual cost between 2033 and 2044.

Table 7-2: Cost of Service – Waste Disposal (2019 – 2021)

| Cost Description | 2019 | 2020 | 2021 |
|---|--------------------|--------------------|--------------------|
| Operating Costs | | | |
| Landfill Site Monitoring | \$102,146 | \$108,356 | \$110,523 |
| Landfill Security | \$70,156 | \$71,539 | \$72,970 |
| Landfill Maintenance | \$33,900 | \$34,500 | \$35,190 |
| Gas/Leachate Collection | \$167,845 | \$172,129 | \$175,572 |
| Solid Waste Disposal - Until 2032 | \$761,378 | \$819,375 | \$835,763 |
| Solid Waste Disposal - After 2032 (Res. Waste Only) | \$0 | \$0 | \$0 |
| Stand Alone Drop-Off Station (Res. Waste Only) | \$0 | \$0 | \$0 |
| Solid Waste Management | \$43,600 | \$13,800 | \$14,076 |
| Curbside Waste Collection | \$918,383 | \$961,458 | \$987,682 |
| Administration | \$230,905 | \$247,997 | \$252,957 |
| Transfers to Operating Reserve | \$0 | \$0 | \$0 |
| Gross Operating Costs | \$2,328,313 | \$2,429,154 | \$2,484,732 |
| Capital Related Costs | | | |
| Transfers to Capital Reserve | \$290,000 | \$270,000 | \$420,000 |
| Transfers to Capital Life Cycle Reserve | \$0 | \$0 | \$0 |
| Debt Servicing | \$0 | \$0 | \$140,225 |
| Gross Capital Related Costs | \$290,000 | \$270,000 | \$560,225 |
| Landfill Closure & Post Closure Care Costs | | | |
| Transfers to Landfill Closure & Post Closure Care Reserve | \$0 | \$2,458,096 | \$2,458,096 |
| | \$0 | \$0 | \$0 |
| Gross Landfill Post Closure Care Costs | \$0 | \$2,458,096 | \$2,458,096 |
| COST OF SERVICE (GROSS) | \$2,618,313 | \$5,157,249 | \$5,503,053 |
| Program Revenues | | | |
| Landfill Site Monitoring | \$0 | \$0 | \$0 |
| Landfill Security | \$0 | \$0 | \$0 |
| Landfill Maintenance | \$0 | \$0 | \$0 |
| Gas/Leachate Collection | \$0 | \$0 | \$0 |
| Solid Waste Disposal | \$1,500 | \$4,000 | \$4,080 |
| Solid Waste Management (Tipping Fees) | \$1,624,650 | \$1,490,750 | \$1,520,565 |
| Curbside Waste Collection | \$0 | \$0 | \$0 |
| Administration | \$0 | \$0 | \$0 |
| Total Program Revenues | \$1,626,150 | \$1,494,750 | \$1,524,645 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$992,163 | \$3,662,499 | \$3,978,408 |
| Annual Percent Change | | 269.1% | 8.6% |
| Gross Collection Cost per Capita | | | |
| Gross Collection Cost per Capita | \$19 | \$20 | \$20 |
| Gross Collection Cost per Household | | | |
| Gross Collection Cost per Household | \$43 | \$45 | \$46 |
| Disposal Cost per Tonne (excluding Waste Collection) | | | |
| <i>Gross Cost per Tonne of Total Waste Disposed</i> | | | |
| Operations | \$51 | \$53 | \$54 |
| Capital Related | \$10 | \$10 | \$20 |
| <i>Subtotal - Gross Cost per Tonne Operations & Capital</i> | <i>\$61</i> | <i>\$62</i> | <i>\$74</i> |
| Closure & Post Closure Care | \$0 | \$88 | \$88 |
| Total Gross Cost per Tonne | \$61 | \$151 | \$162 |
| Revenue per Tonne Disposed Based on Current Tipping Fee | \$59 | \$54 | \$55 |
| Net Cost per Tonne | \$3 | \$97 | \$107 |

Table 7-3 shows the allocation of the 2020 costs to the City's residential and IC&I sectors. In 2020 the transfer to the capital reserve accounts for approximately 5% of the annual budget and the transfer to the Landfill Closure and Post Closure Care Reserve Fund 48%.

Table 7-3: Allocation of Disposal Cost by Sector (2020)

| Cost Description | Residential Sector | | IC&I Sector | | 2020 Total Cost | |
|--|--------------------|-------|-------------|-------|-----------------|-----------------|
| | \$ | % | \$ | % | \$ | % of Total Cost |
| Gross Operating Costs | \$1,624,093 | 66.9% | \$805,061 | 33.1% | \$2,429,154 | 47% |
| Gross Capital Related Costs | \$138,034 | 51% | \$131,966 | 49% | \$270,000 | 5% |
| Gross Landfill Post Closure Care Costs | \$1,256,667 | 51% | \$1,201,429 | 49% | \$2,458,096 | 48% |
| COST OF SERVICE (GROSS) | \$3,018,793 | 59% | \$2,138,456 | 41% | \$5,157,249 | 100% |
| Total Program Revenues | \$83,873 | 6% | \$1,410,877 | 94% | \$1,494,750 | |
| COST OF SERVICE (NET) TO BE RECOVERED | \$2,934,921 | 80% | \$727,579 | 20% | \$3,662,499 | |

The residential sector accounts for approximately 60% of the gross cost but only 6% of the revenue and the IC&I sector 41% of the gross cost and 96% of the revenue. This suggest that the tipping fee revenue received from the IC&I sector is subsidizing the residential sector which does not pay direct tipping fees. Accordingly 80% of the net cost is allocated to the residential sector and 20% to the IC&I sector.

To be fair the residential sector should be responsible for 59% of the revenue to match its share of the gross cost of service but only generates 6% of the revenue. This difference means that the IC&I sector is subsidizing the residential sector by approximately \$792,000 because only the IC&I sector pays the tipping fees.

7.5 Other Scenarios Affecting Disposal Costs

The cost of service for waste disposal assumes that the Landfill Closure and Post Closure Care Reserve Fund would be fully funded by 2032. There are two (2) scenarios that would affect the annual contributions:

- Scenario 1- Lower contributions to the Reserve Fund due to affordability
- Scenario 2 – Approval is obtained to extend the use of the existing landfill site for 15years

Scenario 1- Lower Contributions to the Reserve Fund

Lower, more affordable annual contributions would be made to the Reserve Fund under this scenario. The main assumptions are noted below.

- The landfill site would close in 2032 as projected.
- The 2020 contribution would be \$250,000 increasing by \$250,000 each year thereafter to a maximum contribution of \$2,500,000. The increase of \$250,000 is equivalent to approximately 0.3% increase in the tax levy (2019)

The estimated changes to the cost of service projections presented in Section 7.4 are noted below.

- The reserve balance at the start of 2033 is estimated to be approximately \$24,127,000 i.e. approximately \$12,688,000 short of the 2033 target of 36,814,551
- The reserve balance would be approximately \$36,733,000 by the beginning of 2037 i.e. almost equal to the target amount.
- Annual contributions of approximately \$2,500,000 would be required after closure until 2036. During this period there would be no opportunity to recover the cost from the landfill tipping fees.

Scenario 1- Extended Use of the Existing Landfill Site by 15 years

The main assumptions for this scenario are noted below.

- The landfill site would close in 2047 instead of 2032 as projected.
- Closure and post closure care work would be deferred to 2048 and beyond for a 50-year period.

The estimated changes to the cost of service projections presented in Section 7.4 are noted below.

- The target reserve balance at the beginning of 2048 would be approximately \$58,950,000 to fully fund closure and post closure work. This would require annual contributions of approximately \$1,466,000 beginning in 2020 until site closure in 2047.
- The annual cost of landfill operations of approximately \$1,039,000 for 2032 would continue for a further 15 years with annual increases for inflation and customer growth
- Waste disposal at a private landfill site beginning in 2033 at an estimated cost of \$1,955,000 would not be required until 2048
- The additional cost of collection for haulage to the private landfill site estimated at \$145,000 in 2033 would not be incurred
- The need for a stand-alone drop off container station at an estimated 2033 cost of \$176,500 would not be required until 2048.

It should be noted that the additional cost to acquire the approval of the extended use of the landfill site to 2047 was not estimated as part of this study due to the uncertainty of the cost drivers and values. However this cost is estimated to be significant.

8 Conclusions and Recommendations

8.1 Conclusions

Based on the information reviewed and analyses completed, the following are the main conclusions regarding the waste diversion system costs:

1. The gross cost of waste diversion is projected to be approximately \$3,447,300 in 2020 and funded through a combination of operating revenue (including grants) and taxes. The operating revenue is projected to offset approximately 52% of the gross annual cost based on 2020 estimates. The remaining 48% i.e. the net operating cost of approximately \$1,656,000 would require funding from taxes.
2. The net operating cost is projected to increase by approximately 4.7% in 2020 and by 3% - 4% over the remainder of the 25-year period.
3. The capital investment required over the next 25 years is approximately \$2,102,000. On average this is 40% more than the historical annual average expenditure of \$59,000 over the past 10 years
4. There is no existing or future debt to be incurred for waste diversion capital projects.
5. There is the requirement for a Waste Diversion Capital Reserve to fully fund the capital requirements of \$2,102,000 over the next 25 years. Annual contributions of \$ 87,333 in 2020 and \$100,000 in 2021 and beyond.
6. The costs related to processing and marketing the recyclable materials from other municipalities would be fully offset by the charges to the respective municipalities.
7. The net cost for waste diversion is allocated to 88% to the residential sector and 12% to the IC&I sector.
8. The estimated gross cost per tonne of waste diverted is \$171 for 2020. The net cost per tonne is estimated to be \$82.
9. The transfer of responsibility for waste diversion to the packaging producers would result in a reduction in the gross annual cost of waste diversion by approximately \$3,108,000 starting in 2026 and result in a net cost of approximately \$774,000 in 2026. This is premised on the City transferring full control and cost of service to the producers or providing waste diversion services to the producers on a full cost recovery basis.
10. The introduction of an organics program by the City to achieve the Food and Organic Waste Policy 4.2(ii) objectives of 50% organics diversion by 2025 will require investment in green bins for the program at a capital cost of approximately \$800,000 in 2025. This will require an additional \$160,000 per year in contributions to the capital reserve starting in 2021. The annual operating cost will also increase due to the added cost to collect and process organics. This is estimated to be approximately \$1,773,000 in 2025.

Based on the information reviewed and analyses completed, the following are the main conclusions regarding the waste disposal system costs:

11. The current waste disposal system cost does not include the full cost of service. The City's liability for closure and post closure care of the landfill site is currently unfunded and not considered in the annual costs. This cost is estimated to be approximately \$2,458,000 per year for the period 2020 to 2032 at which time the liability will be fully funded. The annual reserve fund contributions would be approximately 3.33% of the 2019 tax levy.
12. If the City phases in the contribution to the Landfill Closure and Post Closure Care Reserve Fund starting with \$250,000 in 2020 and increasing the contribution by \$250,000 each year to a maximum annual contribution of \$2,500,000, then the reserve balance at the beginning of 2033 would be approximately \$24,127,000. Further annual contributions beyond closure would be required until the target balance of approximately \$36,815,000 is achieved. This is projected to occur at the beginning of 2037. In this case there would be no opportunity to raise the funds from the tipping fees after 2032. The 2020 contribution of \$250,000 is approximately 0.3% of the 2019 tax levy
13. The City has an operating policy whereby the cost of Leachate treatment at the Wastewater Treatment Plant (WWTP) is not charged back to waste disposal. Inclusion of this cost will add approximately \$194,000 per year to the cost of service projections presented in this report for the period 2020 to 2032. Leachate treatment costs beyond 2033 are accounted for in the post closure care costs and included in the annual contributions to the reserve fund.
14. The City has an operating policy that exempts certain waste materials from tipping fees. These include contaminated soil and other waste (asphalt, concrete and fill material) from City projects and residential waste collected through the curbside waste collection program. Therefore the potential operating revenues are not maximized requiring more to be recovered from taxes. In 2018 approximately 43,300 tonnes of materials were received at the landfill site from City projects. Contaminated soil which accounts for 70% of the total was charged at a reduced tipping fee of \$10.20 per tonne. The remaining material was handled at the landfill site at no charge. Although only some of these materials are actually landfilled, costs are incurred for handling and management e.g. testing, stockpiling, crushing, etc. The opportunity cost of not charging the going tipping fee of \$77 per tonne is approximately \$3,000,000. This means that the waste disposal operations is subsidizing other City programs that may have funding sources other than taxes e.g. water and wastewater that are user fee based, development related projects with funding from development charges and other projects for which grant funding may be available. In terms of fairness and equity, these programs should be paying their fair share for the benefit received from disposal at the landfill site.
15. The landfill site also receives Septage directly into the Leachate Collection System from external sources. This is a unique service to the City and not consistent with industry best practices for Septage management. Typically Septage would be hauled directly to a wastewater treatment plant where there is a specifically designed receiving station for

haulers to discharge the waste for treatment. This service would be provided for a fee per unit volume discharged on full cost recovery basis to the wastewater operations. Leachate Collection Systems are not designed to receive and convey Septage which has a high level of suspended solids and odour. These can complicate the landfill site operations and result in added costs for maintenance of the Leachate Collection System.

16. The gross annual cost of waste disposal is projected to be approximately \$5,157,250 in 2020 and funded through a combination of operating revenue and taxes. This includes approximately \$2,458,000 million for the annual contribution to the new Landfill Site Closure and Post Closure Care Reserve Fund which is currently not in the annual budget.
17. The operating revenue of \$1,495,000 is projected to offset approximately 29 % of the gross annual cost based on 2020 estimates. The remaining 71% i.e. the net operating cost of approximately \$3,662,500 would require funding from taxes or an adjustment to the current tipping fee.
18. Under the current policy to exempt curbside waste from the tipping fees the residential sector would contribute only 6% of the annual revenue of \$1,495,000 when it should contribute 59% to match its share of the gross cost. This results in a cross subsidy from the IC&I sector to the residential sector of approximately \$792,000.
19. The gross cost of disposal (not including waste collection) is estimated to be approximately \$151 per tonne in 2020 increasing to \$162 per tonne in 2021. The \$151 includes approximately \$53 per tonne for operations, \$10 per tonne for capital related costs and \$88 per tonne for the Landfill Closure and Post Closure Care Reserve Fund contributions and is based on both residential and IC&I waste disposal tonnages. The net costs for 2020 and 2021 are \$97 and \$107 respectively.
20. The current tipping fee of \$77 per tonne is clearly not sufficient to recover the full cost of disposing waste at the landfill site which is estimated to be \$151 per tonne.
21. The net operating cost is projected to increase by approximately 269 % in 2020 due mainly to the Landfill Closure and Post Closure Care Reserve Fund contribution. The 2021 increase is projected at 8.6% due to the increase in the transfer to the capital reserve. Annual increases of 0.6 %- 0.7% are projected between 2022 and 2032 with the exception of 2030 when there is a 9.4% decrease due to suspension of the contribution to the capital reserve pending further review. 2% per year increase on net annual cost is projected over the remainder of the 25-year period.
22. The capital investment required over the next 25 years is approximately \$5,836,300. This is approximately \$449,000 per year until closure and approximately 80% higher than the 10-year historical gross capital investment of \$244, 000 per year.
23. There is no existing waste disposal debt. However, the New Landfill Gas Control System will be financed through debt in 2020 with annual repayment of approximately \$140,225 beginning in 2021 for 15 years.
24. There is the requirement for a Waste Disposal Capital Reserve to fully fund the other capital requirements of \$4,162,300 over the next 25 years. Annual contributions of \$

270,000 in 2020 and \$420,000 from 2021 to 2029 to ensure that sufficient funds are available for all projects prior to closure of the landfill site.

25. If the City decides to extend the life of the existing landfill site and is successful in receiving approval for another 15 years, then the closure and post closure care costs would be deferred from 2033 to 2048. The reserve fund requirements would be approximately \$58,950,000 by the beginning of 2048. This would require annual contributions of \$1,466,000 starting in 2020 until 2048 instead of the \$2,458,000 contributions currently projected for closure in 2032. In this case the \$88 per tonne of waste disposed for the annual contribution to the Landfill Closure and Post Closure Care Reserve Fund would be reduced to \$53 per tonne. The gross cost of disposal would be lower at \$106 per tonne instead of \$151 per tonne. The current tipping fee of \$77 is well below this amount and insufficient should the City decide to extend use to the existing landfill site beyond 2032. The City would also have the opportunity to raise the funds through the tipping fees over a longer period. However, there would be the additional cost of extending the use of the landfill site which is not estimated as part of this study. Such costs would be additional to the cost of \$106 per tonne.
26. The 2020 value of the remaining capacity at the landfill site is estimated to be approximately \$41,720,000. This is a high level estimate that is based on the remaining capacity of approximately 409,000 tonnes and an estimated 2020 market tipping fee of \$102 per tonne. This is a diminishing asset that would decline to zero at closure in 2032 when the benefits of disposal space and tipping fees would no longer be available to the City.

8.2 Recommendations

The following are the primary recommendations for consideration by the City:

1. The cost of service projections developed through this study for the period 2020 to 2044 should be used to inform the City's decisions regarding changes to the current cost recovery mechanisms including increases to the tipping fee and/ or taxes to ensure that the full cost of service for waste diversion and waste disposal are recovered.
2. Establish a Waste Diversion Capital Reserve beginning in 2020 with an annual reserve contribution of \$87,833 and \$100,000 thereafter.
3. Obtain estimates from service providers to implement the organics program by 2025 in accordance with the Provincial Food and Organic Waste Policy 4.2 (ii).
4. Monitor Provincial discussions on the transfer of recycling and other waste diversion functions to the packaging producers to gauge and identify the City's role and responsibilities and any costs that may be incurred by the City.
5. Establish a Waste Disposal Capital Reserve beginning in 2020 with an annual contribution of \$270,000 and \$420,000 from 2021 to 2029 at which time continuation of the annual contribution should be re-assessed depending on if the landfill site would be closed in 2032 or its use extended.

6. Establish a restricted Landfill Closure and Post Closure Care Reserve Fund to set aside the funds that would be required to pay for all closure and post closure care work following closure of the landfill site in 2032. Ideally this reserve should be fully funded to the liability target balance of approximately \$37.88 million by 2032 while there is the opportunity to raise the funds through the tipping fees. This would ensure from a fairness and equity perspective, that the users who benefit from the using the landfill site would pay for its post closure care. However given the potential significant impact on the tipping fees and/or taxes, lower annual contributions may be considered provided that the target balance is achieved within a reasonable period to fully fund post closure care.
7. Review the City's policy to exempt waste disposed from City projects from the landfill tipping fees with a view to maximizing annual waste disposal revenues and reducing the amounts to be recovered from taxes. The estimated additional revenue to the waste disposal operations could be in the order of \$3,000,000. This approach is consistent with the principle of user pay particularly in cases where these programs and projects are funded from sources other than property taxes.
8. Increase the current landfill tipping fee of \$77 per tonne to recover more of the cost of service, if not the full cost of service for waste disposal estimated to be \$151 per tonne.
9. Review the policy of exempting the curbside waste from the landfill tipping fees to facilitate fairness and equity between the residential and IC&I sectors and address the existing cross subsidization of approximately \$792,000 from the IC&I sector to the residential sector.
10. The recovery of net costs from taxes should be structured such that the residential sector and IC&I sector pay their fair share of the amount required to mitigate any cross subsidy. The allocation of costs to each sector for waste diversion and waste disposal, as noted in this study, should be used to guide the restructuring.
11. Reassess the costs versus the benefits of accepting Septage at the landfill site in an effort to reduce disposal operating and capital costs associated with the Leachate Collection System. In any event alternative Septage disposal would be required prior to closure of the landfill site in 2032.
12. Review and update this cost of service study in five (5) years to account for new information regarding transferring recycling to producers of packaging, the cost of the organics program and the City's decision (and regulatory approval) on whether or not the use of existing landfill site would be extended.

Appendix A

Waste Diversion Capital Cost & Capital Reserve Projections (2020-2044)

WASTE DIVERSION CAPITAL RESERVE SCHEDULE

| Capital Reserve | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|---|------------|------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Opening Balance | \$18,160 | \$77,817 | \$149,829 | \$255,825 | \$305,095 | \$195,754 | \$302,852 | \$340,477 | \$451,048 | \$405,418 | \$350,750 | \$461,568 | \$483,098 | \$404,002 |
| Transfer from Operating | \$87,833 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Transfer to Capital | \$30,000 | \$31,500 | \$0 | \$57,881 | \$213,929 | \$0 | \$70,355 | \$0 | \$155,133 | \$162,889 | \$0 | \$89,793 | \$188,565 | \$0 |
| Transfer to Operating | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Closing Balance | \$75,993 | \$146,317 | \$249,829 | \$297,944 | \$191,166 | \$295,754 | \$332,497 | \$440,477 | \$395,916 | \$342,529 | \$450,750 | \$471,775 | \$394,533 | \$504,002 |
| Interest | \$1,824 | \$3,512 | \$5,996 | \$7,151 | \$4,588 | \$7,098 | \$7,980 | \$10,571 | \$9,502 | \$8,221 | \$10,818 | \$11,323 | \$9,469 | \$12,096 |
| Target Levels | | | | | | | | | | | | | | |
| Maximum Target Balance (10% of Asset Replacement Value) | \$336,200 | \$353,009 | \$370,660 | \$389,193 | \$408,653 | \$429,085 | \$450,539 | \$473,066 | \$496,720 | \$521,556 | \$547,634 | \$575,015 | \$603,766 | \$633,954 |
| Above Maximum Target Balance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Minimum Target Balance (5% of Asset Replacement Value) | \$168,100 | \$176,505 | \$185,330 | \$194,596 | \$204,326 | \$214,543 | \$225,270 | \$236,533 | \$248,360 | \$260,778 | \$273,817 | \$287,508 | \$301,883 | \$316,977 |
| Below Minimum Target Balance | (\$92,107) | (\$30,188) | \$0 | \$0 | (\$13,160) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

WASTE DIVERSION CAPITAL FORECAST (2020-2044)

| Capital Project | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|--|----------|----------|------|----------|-----------|------|----------|------|-----------|-----------|------|----------|-----------|------|
| <i>City's Capital Program</i> | | | | | | | | | | | | | | |
| Waste Management Diversion Review and Program Implementation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Diversion Facilities Equipment and Building Upgrades | \$30,000 | \$0 | \$0 | \$57,881 | \$60,775 | \$0 | \$70,355 | \$0 | \$155,133 | \$162,889 | \$0 | \$0 | \$0 | \$0 |
| Inbound Scale Replacement | \$0 | \$31,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$30,000 | \$31,500 | \$0 | \$57,881 | \$60,775 | \$0 | \$70,355 | \$0 | \$155,133 | \$162,889 | \$0 | \$0 | \$0 | \$0 |
| <i>Asset Management Needs</i> | | | | | | | | | | | | | | |
| Weigh Scales & Building | \$0 | \$0 | \$0 | \$0 | \$153,154 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Recycling Facility | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$188,565 | \$0 |
| Special Waste Depot (HHW) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$89,793 | \$0 | \$0 |
| Subtotal | \$0 | \$0 | \$0 | \$0 | \$153,154 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$89,793 | \$188,565 | \$0 |
| Total | \$30,000 | \$31,500 | \$0 | \$57,881 | \$213,929 | \$0 | \$70,355 | \$0 | \$155,133 | \$162,889 | \$0 | \$89,793 | \$188,565 | \$0 |

WASTE DIVERSION CAPITAL RESERVE SCHEDULE

| Capital Reserve | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|
| Opening Balance | \$516,098 | \$630,884 | \$524,899 | \$639,897 | \$757,655 | \$619,479 | \$736,746 | \$856,828 | \$680,245 | \$798,971 | \$920,546 |
| Transfer from Operating | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Transfer to Capital | \$0 | \$218,287 | \$0 | \$0 | \$252,695 | \$0 | \$0 | \$292,526 | \$0 | \$0 | \$338,635 |
| Transfer to Operating | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Closing Balance | \$616,098 | \$512,597 | \$624,899 | \$739,897 | \$604,960 | \$719,479 | \$836,746 | \$664,302 | \$780,245 | \$898,971 | \$681,911 |
| Interest | \$14,786 | \$12,302 | \$14,998 | \$17,758 | \$14,519 | \$17,267 | \$20,082 | \$15,943 | \$18,726 | \$21,575 | \$16,366 |
| Target Levels | | | | | | | | | | | |
| Maximum Target Balance (10% of Asset Replacement Value) | \$665,652 | \$698,935 | \$733,881 | \$770,575 | \$809,104 | \$849,559 | \$892,037 | \$936,639 | \$983,471 | \$1,032,645 | \$1,084,277 |
| Above Maximum Target Balance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Minimum Target Balance (5% of Asset Replacement Value) | \$332,826 | \$349,467 | \$366,941 | \$385,288 | \$404,552 | \$424,780 | \$446,019 | \$468,320 | \$491,736 | \$516,322 | \$542,138 |
| Below Minimum Target Balance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

WASTE DIVERSION CAPITAL FORECAST (2020-2044)

| Capital Project | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 |
|--|------|-----------|------|------|-----------|------|------|-----------|------|------|-----------|
| <i>City's Capital Program</i> | | | | | | | | | | | |
| Waste Management Diversion Review and Program Implementation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Diversion Facilities Equipment and Building Upgrades | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Inbound Scale Replacement | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Asset Management Needs</i> | | | | | | | | | | | |
| Weigh Scales & Building | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Recycling Facility | \$0 | \$218,287 | \$0 | \$0 | \$252,695 | \$0 | \$0 | \$292,526 | \$0 | \$0 | \$338,635 |
| Special Waste Depot (HHW) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$0 | \$218,287 | \$0 | \$0 | \$252,695 | \$0 | \$0 | \$292,526 | \$0 | \$0 | \$338,635 |
| Total | \$0 | \$218,287 | \$0 | \$0 | \$252,695 | \$0 | \$0 | \$292,526 | \$0 | \$0 | \$338,635 |

Appendix B

Cost of Service – Waste Diversion (2020-2044)

CITY OF CORNWALL

Landfill Full Cost Accounting Analysis Financial Sustainability Final Report

COST OF SERVICE - WASTE DIVERSION (2020-2044)

APPENDIX B

| Cost Description | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Operating Costs | | | | | | | | | | | | |
| Household Hazardous Waste | \$102,766 | \$104,821 | \$106,918 | \$109,056 | \$111,237 | \$113,462 | \$115,731 | \$118,046 | \$120,407 | \$122,815 | \$125,271 | \$127,777 |
| Blue Box Program - Curbside Collection (Based on Stops) | \$961,402 | \$987,682 | \$1,014,570 | \$1,040,569 | \$1,067,201 | \$1,094,483 | \$1,122,429 | \$1,151,055 | \$1,178,210 | \$1,205,991 | \$1,234,412 | \$1,263,488 |
| Blue Box Program - Processing (Other Municipalities) | \$721,046 | \$742,822 | \$765,255 | \$788,365 | \$812,174 | \$836,702 | \$861,970 | \$888,002 | \$914,819 | \$942,447 | \$970,909 | \$1,000,230 |
| Blue Box Program - Processing (City Materials) | \$783,954 | \$799,633 | \$815,626 | \$831,938 | \$848,577 | \$865,549 | \$882,860 | \$900,517 | \$918,527 | \$936,898 | \$955,636 | \$974,748 |
| Blue Box Program - Revenue Sharing (Other Municipalities) | \$111,202 | \$113,426 | \$115,695 | \$118,008 | \$120,369 | \$122,776 | \$125,232 | \$127,736 | \$130,291 | \$132,897 | \$135,555 | \$138,266 |
| Blue Box Program - Other Costs | \$200,822 | \$204,838 | \$208,935 | \$213,114 | \$217,376 | \$221,724 | \$226,158 | \$230,681 | \$235,295 | \$240,001 | \$244,801 | \$249,697 |
| Leaf Diversion Program | \$208,734 | \$214,534 | \$220,482 | \$226,120 | \$231,896 | \$237,812 | \$243,872 | \$250,080 | \$255,908 | \$261,869 | \$267,966 | \$274,203 |
| Wood Waste Diversion Program | \$21,500 | \$21,930 | \$22,369 | \$22,816 | \$23,272 | \$23,738 | \$24,212 | \$24,697 | \$25,191 | \$25,694 | \$26,208 | \$26,733 |
| Administration | \$247,997 | \$252,957 | \$258,016 | \$263,176 | \$268,440 | \$273,809 | \$279,285 | \$284,871 | \$290,568 | \$296,379 | \$302,307 | \$308,353 |
| Gross Operating Costs | \$3,359,423 | \$3,442,643 | \$3,527,865 | \$3,613,163 | \$3,700,542 | \$3,790,053 | \$3,881,749 | \$3,975,683 | \$4,069,215 | \$4,164,991 | \$4,263,065 | \$4,363,493 |
| Capital Related Costs | | | | | | | | | | | | |
| Transfers to Capital Reserve | \$87,833 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Debt Servicing | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross Capital Related Costs | \$87,833 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| COST OF SERVICE (GROSS) | \$3,447,256 | \$3,542,643 | \$3,627,865 | \$3,713,163 | \$3,800,542 | \$3,890,053 | \$3,981,749 | \$4,075,683 | \$4,169,215 | \$4,264,991 | \$4,363,065 | \$4,463,494 |
| Program Revenues | | | | | | | | | | | | |
| Household Hazardous Waste Program Revenues | \$16,500 | \$16,665 | \$16,832 | \$17,000 | \$17,170 | \$17,342 | \$17,515 | \$17,690 | \$17,867 | \$18,046 | \$18,226 | \$18,409 |
| Blue Box Program Revenues - Ontario Grant (Collection) | \$286,349 | \$289,212 | \$292,105 | \$295,026 | \$297,976 | \$300,956 | \$303,965 | \$307,005 | \$310,075 | \$313,176 | \$316,307 | \$319,471 |
| Blue Box Program Revenues - Ontario Grant (Processing) | \$286,349 | \$289,212 | \$292,105 | \$295,026 | \$297,976 | \$300,956 | \$303,965 | \$307,005 | \$310,075 | \$313,176 | \$316,307 | \$319,471 |
| Blue Box Program Revenues - Other Municipalities | \$777,311 | \$785,084 | \$792,935 | \$800,864 | \$808,873 | \$816,962 | \$825,131 | \$833,383 | \$841,716 | \$850,134 | \$858,635 | \$867,221 |
| Blue Box Program Revenues - Blue Box Materials Sales | \$286,022 | \$288,506 | \$291,002 | \$293,180 | \$295,370 | \$297,574 | \$305,787 | \$314,223 | \$322,523 | \$331,044 | \$339,792 | \$348,773 |
| Blue Box Program Revenues - Other | \$87,800 | \$88,678 | \$89,565 | \$90,460 | \$91,365 | \$92,279 | \$93,201 | \$94,133 | \$95,075 | \$96,026 | \$96,986 | \$97,956 |
| Leaf Diversion Program Revenues | \$4,000 | \$4,040 | \$4,080 | \$4,121 | \$4,162 | \$4,204 | \$4,246 | \$4,289 | \$4,331 | \$4,375 | \$4,418 | \$4,463 |
| Wood Waste Diversion Program Revenues | \$47,300 | \$47,773 | \$48,251 | \$48,733 | \$49,221 | \$49,713 | \$50,210 | \$50,712 | \$51,219 | \$51,731 | \$52,249 | \$52,771 |
| Total Program Revenues | \$1,791,631 | \$1,809,171 | \$1,826,874 | \$1,844,410 | \$1,862,113 | \$1,879,984 | \$1,904,021 | \$1,928,440 | \$1,952,882 | \$1,977,706 | \$2,002,921 | \$2,028,533 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$1,655,625 | \$1,733,472 | \$1,800,991 | \$1,868,753 | \$1,938,429 | \$2,010,069 | \$2,077,728 | \$2,147,243 | \$2,216,333 | \$2,287,284 | \$2,360,144 | \$2,434,960 |
| Annual Percent Change | -3.2% | 4.7% | 3.9% | 3.8% | 3.7% | 3.7% | 3.4% | 3.3% | 3.2% | 3.2% | 3.2% | 3.2% |
| Population & Tonnage Projections | | | | | | | | | | | | |
| Projected Population* | 48,612 | 48,766 | 48,920 | 49,076 | 49,232 | 49,388 | 49,544 | 49,700 | 49,858 | 50,016 | 50,174 | 50,332 |
| Projected Households* | 21,497 | 21,649 | 21,801 | 21,920 | 22,039 | 22,157 | 22,276 | 22,395 | 22,469 | 22,543 | 22,617 | 22,691 |
| Projected Tonnage Diverted - Residential & IC&I | 20,179 | 20,199 | 20,218 | 20,238 | 20,258 | 20,278 | 20,297 | 20,317 | 20,337 | 20,357 | 20,377 | 20,398 |
| *Projections from DC Study | | | | | | | | | | | | |
| Cost per Capita | | | | | | | | | | | | |
| Gross Cost per Capita | \$71 | \$73 | \$74 | \$76 | \$77 | \$79 | \$80 | \$82 | \$84 | \$85 | \$87 | \$89 |
| Revenue per Capita | \$37 | \$37 | \$37 | \$38 | \$38 | \$38 | \$38 | \$39 | \$39 | \$40 | \$40 | \$40 |
| Net Cost per Capita | \$34 | \$36 | \$37 | \$38 | \$39 | \$41 | \$42 | \$43 | \$44 | \$46 | \$47 | \$48 |
| Cost per Household | | | | | | | | | | | | |
| Gross Cost per Household | \$160 | \$164 | \$166 | \$169 | \$172 | \$176 | \$179 | \$182 | \$186 | \$189 | \$193 | \$197 |
| Revenue per Household | \$83 | \$84 | \$84 | \$84 | \$84 | \$85 | \$85 | \$86 | \$87 | \$88 | \$89 | \$89 |
| Net Cost per Household | \$77 | \$80 | \$83 | \$85 | \$88 | \$91 | \$93 | \$96 | \$99 | \$101 | \$104 | \$107 |
| Cost per Tonne of Total Waste Diverted | | | | | | | | | | | | |
| Gross Cost per Tonne Diverted | \$171 | \$175 | \$179 | \$183 | \$188 | \$192 | \$196 | \$201 | \$205 | \$210 | \$214 | \$219 |
| Revenue per Tonne Diverted | \$89 | \$90 | \$90 | \$91 | \$92 | \$93 | \$94 | \$95 | \$96 | \$97 | \$98 | \$99 |
| Net Cost per Tonne Diverted | \$82 | \$86 | \$89 | \$92 | \$96 | \$99 | \$102 | \$106 | \$109 | \$112 | \$116 | \$119 |
| Gross Cost per Tonne to Process Blue Box Materials | | | | | | | | | | | | |
| Tonne Delivered to MRF | 5,778 | 5,828 | 5,879 | 5,923 | 5,967 | 6,012 | 6,056 | 6,101 | 6,140 | 6,178 | 6,217 | 6,257 |
| Processing Cost (including Capital Related) | \$1,741,631 | \$1,794,229 | \$1,835,690 | \$1,878,210 | \$1,921,815 | \$1,966,536 | \$2,012,401 | \$2,059,441 | \$2,107,687 | \$2,157,172 | \$2,207,929 | \$2,259,990 |
| Gross Cost per Tonne for Blue Box Materials Processing | \$301 | \$308 | \$312 | \$317 | \$322 | \$327 | \$332 | \$338 | \$343 | \$349 | \$355 | \$361 |

CITY OF CORNWALL

Landfill Full Cost Accounting Analysis Financial Sustainability Final Report

COST OF SERVICE - WASTE DIVERSION (2020-2044)

APPENDIX B

| Cost Description | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Operating Costs | | | | | | | | | | | | | |
| Household Hazardous Waste | \$130,332 | \$132,939 | \$135,598 | \$138,310 | \$141,076 | \$143,897 | \$146,775 | \$149,711 | \$152,705 | \$155,759 | \$158,874 | \$162,052 | \$165,293 |
| Blue Box Program - Curbside Collection (Based on Stops) | \$1,293,232 | \$1,322,612 | \$1,352,649 | \$1,383,359 | \$1,414,756 | \$1,446,856 | \$1,479,685 | \$1,513,259 | \$1,547,594 | \$1,582,709 | \$1,618,621 | \$1,655,348 | \$1,692,909 |
| Blue Box Program - Processing (Other Municipalities) | \$1,030,437 | \$1,061,556 | \$1,093,615 | \$1,126,643 | \$1,160,667 | \$1,195,719 | \$1,231,830 | \$1,269,031 | \$1,307,356 | \$1,346,838 | \$1,387,513 | \$1,429,416 | \$1,472,584 |
| Blue Box Program - Processing (City Materials) | \$994,243 | \$1,014,128 | \$1,034,411 | \$1,055,099 | \$1,076,201 | \$1,097,725 | \$1,119,679 | \$1,142,073 | \$1,164,914 | \$1,188,213 | \$1,211,977 | \$1,236,216 | \$1,260,941 |
| Blue Box Program - Revenue Sharing (Other Municipalities) | \$141,031 | \$143,852 | \$146,729 | \$149,663 | \$152,657 | \$155,710 | \$158,824 | \$162,000 | \$165,240 | \$168,545 | \$171,916 | \$175,354 | \$178,861 |
| Blue Box Program - Other Costs | \$254,691 | \$259,785 | \$264,980 | \$270,280 | \$275,686 | \$281,199 | \$286,823 | \$292,560 | \$298,411 | \$304,379 | \$310,467 | \$316,676 | \$323,010 |
| Leaf Diversion Program | \$280,581 | \$286,958 | \$293,478 | \$300,144 | \$306,959 | \$313,927 | \$321,053 | \$328,340 | \$335,794 | \$343,416 | \$351,211 | \$359,184 | \$367,337 |
| Wood Waste Diversion Program | \$27,267 | \$27,813 | \$28,369 | \$28,936 | \$29,515 | \$30,105 | \$30,707 | \$31,321 | \$31,948 | \$32,587 | \$33,239 | \$33,903 | \$34,581 |
| Administration | \$314,520 | \$320,811 | \$327,227 | \$333,771 | \$340,447 | \$347,256 | \$354,201 | \$361,285 | \$368,510 | \$375,881 | \$383,398 | \$391,066 | \$398,888 |
| Gross Operating Costs | \$4,466,335 | \$4,570,453 | \$4,677,056 | \$4,786,205 | \$4,897,963 | \$5,012,394 | \$5,129,577 | \$5,249,580 | \$5,372,473 | \$5,498,327 | \$5,627,216 | \$5,759,216 | \$5,894,404 |
| Capital Related Costs | | | | | | | | | | | | | |
| Transfers to Capital Reserve | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Debt Servicing | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross Capital Related Costs | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| COST OF SERVICE (GROSS) | \$4,566,335 | \$4,670,453 | \$4,777,056 | \$4,886,205 | \$4,997,963 | \$5,112,394 | \$5,229,577 | \$5,349,580 | \$5,472,473 | \$5,598,327 | \$5,727,216 | \$5,859,216 | \$5,994,405 |
| Program Revenues | | | | | | | | | | | | | |
| Household Hazardous Waste Program Revenues | \$18,593 | \$18,779 | \$18,966 | \$19,156 | \$19,348 | \$19,541 | \$19,736 | \$19,934 | \$20,133 | \$20,334 | \$20,538 | \$20,743 | \$20,951 |
| Blue Box Program Revenues - Ontario Grant (Collection) | \$322,665 | \$325,892 | \$329,151 | \$332,442 | \$335,767 | \$339,124 | \$342,516 | \$345,941 | \$349,400 | \$352,894 | \$356,423 | \$359,987 | \$363,587 |
| Blue Box Program Revenues - Ontario Grant (Processing) | \$322,665 | \$325,892 | \$329,151 | \$332,442 | \$335,767 | \$339,124 | \$342,516 | \$345,941 | \$349,400 | \$352,894 | \$356,423 | \$359,987 | \$363,587 |
| Blue Box Program Revenues - Other Municipalities | \$875,893 | \$884,652 | \$893,499 | \$902,434 | \$911,458 | \$920,573 | \$929,779 | \$939,076 | \$948,467 | \$957,952 | \$967,531 | \$977,207 | \$986,979 |
| Blue Box Program Revenues - Blue Box Materials Sales | \$357,993 | \$367,358 | \$376,972 | \$386,840 | \$396,971 | \$407,371 | \$417,464 | \$427,818 | \$438,440 | \$449,336 | \$460,515 | \$471,983 | \$483,749 |
| Blue Box Program Revenues - Other | \$98,935 | \$99,925 | \$100,924 | \$101,933 | \$102,952 | \$103,982 | \$105,022 | \$106,072 | \$107,133 | \$108,204 | \$109,286 | \$110,379 | \$111,483 |
| Leaf Diversion Program Revenues | \$4,507 | \$4,552 | \$4,598 | \$4,644 | \$4,690 | \$4,737 | \$4,785 | \$4,832 | \$4,881 | \$4,930 | \$4,979 | \$5,029 | \$5,079 |
| Wood Waste Diversion Program Revenues | \$53,299 | \$53,832 | \$54,370 | \$54,914 | \$55,463 | \$56,018 | \$56,578 | \$57,144 | \$57,715 | \$58,292 | \$58,875 | \$59,464 | \$60,058 |
| Total Program Revenues | \$2,054,551 | \$2,080,882 | \$2,107,630 | \$2,134,806 | \$2,162,416 | \$2,190,470 | \$2,218,395 | \$2,246,758 | \$2,275,569 | \$2,304,837 | \$2,334,570 | \$2,364,779 | \$2,395,473 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$2,511,784 | \$2,589,571 | \$2,669,425 | \$2,751,399 | \$2,835,547 | \$2,921,924 | \$3,011,183 | \$3,102,822 | \$3,196,904 | \$3,293,490 | \$3,392,646 | \$3,494,437 | \$3,598,931 |
| Annual Percent Change | 3.2% | 3.1% | 3.1% | 3.1% | 3.1% | 3.0% | 3.1% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Population & Tonnage Projections | | | | | | | | | | | | | |
| Projected Population* | 50,490 | 50,592 | 50,694 | 50,796 | 50,898 | 51,000 | 51,102 | 51,205 | 51,307 | 51,410 | 51,513 | 51,616 | 51,720 |
| Projected Households* | 22,765 | 22,828 | 22,891 | 22,953 | 23,016 | 23,079 | 23,142 | 23,205 | 23,268 | 23,332 | 23,396 | 23,459 | 23,524 |
| Projected Tonnage Diverted - Residential & IC&I | 20,418 | 20,431 | 20,444 | 20,457 | 20,469 | 20,482 | 20,495 | 20,508 | 20,521 | 20,535 | 20,548 | 20,561 | 20,574 |
| *Projections from DC Study | | | | | | | | | | | | | |
| Cost per Capita | | | | | | | | | | | | | |
| Gross Cost per Capita | \$90 | \$92 | \$94 | \$96 | \$98 | \$100 | \$102 | \$104 | \$107 | \$109 | \$111 | \$114 | \$116 |
| Revenue per Capita | \$41 | \$41 | \$42 | \$42 | \$42 | \$43 | \$43 | \$44 | \$44 | \$45 | \$45 | \$46 | \$46 |
| Net Cost per Capita | \$50 | \$51 | \$53 | \$54 | \$56 | \$57 | \$59 | \$61 | \$62 | \$64 | \$66 | \$68 | \$70 |
| Cost per Household | | | | | | | | | | | | | |
| Gross Cost per Household | \$201 | \$205 | \$209 | \$213 | \$217 | \$222 | \$226 | \$231 | \$235 | \$240 | \$245 | \$250 | \$255 |
| Revenue per Household | \$90 | \$91 | \$92 | \$93 | \$94 | \$95 | \$96 | \$97 | \$98 | \$99 | \$100 | \$101 | \$102 |
| Net Cost per Household | \$110 | \$113 | \$117 | \$120 | \$123 | \$127 | \$130 | \$134 | \$137 | \$141 | \$145 | \$149 | \$153 |
| Cost per Tonne of Total Waste Diverted | | | | | | | | | | | | | |
| Gross Cost per Tonne Diverted | \$224 | \$229 | \$234 | \$239 | \$244 | \$250 | \$255 | \$261 | \$267 | \$273 | \$279 | \$285 | \$291 |
| Revenue per Tonne Diverted | \$101 | \$102 | \$103 | \$104 | \$106 | \$107 | \$108 | \$110 | \$111 | \$112 | \$114 | \$115 | \$116 |
| Net Cost per Tonne Diverted | \$123 | \$127 | \$131 | \$134 | \$139 | \$143 | \$147 | \$151 | \$156 | \$160 | \$165 | \$170 | \$175 |
| Gross Cost per Tonne to Process Blue Box Materials | | | | | | | | | | | | | |
| Tonne Delivered to MRF | 6,296 | 6,334 | 6,372 | 6,411 | 6,450 | 6,489 | 6,519 | 6,550 | 6,581 | 6,612 | 6,644 | 6,676 | 6,708 |
| Processing Cost (including Capital Related) | \$2,313,393 | \$2,368,171 | \$2,424,362 | \$2,482,004 | \$2,541,136 | \$2,601,798 | \$2,664,030 | \$2,727,875 | \$2,793,377 | \$2,860,579 | \$2,929,529 | \$3,000,272 | \$3,072,857 |
| Gross Cost per Tonne for Blue Box Materials Processing | \$367 | \$374 | \$380 | \$387 | \$394 | \$401 | \$409 | \$416 | \$424 | \$433 | \$441 | \$449 | \$458 |

Appendix C

Waste Disposal Capital Cost & Capital Reserve Projections (2020-2044)

CITY OF CORNWALL
Landfill Full Cost Accounting Analysis Financial Sustainability Final Report
APPENDIX C

CAPITAL RESERVE (2019-2032) - WASTE DISPOSAL

| Capital Reserve | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|
| Opening Balance | \$469,270 | \$480,532 | \$492,065 | \$572,687 | \$542,348 | \$460,085 | \$290,451 | \$450,277 | \$225,482 | \$390,918 | \$546,822 | \$559,946 | \$507,453 |
| Transfer from Operating | \$270,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$0 | \$0 | \$0 |
| Transfer to Capital | \$270,000 | \$420,000 | \$352,800 | \$463,050 | \$513,046 | \$596,442 | \$270,727 | \$650,080 | \$263,726 | \$276,912 | \$0 | \$64,386 | \$21,149 |
| Transfer to Operating | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Closing Balance | \$469,270 | \$480,532 | \$559,265 | \$529,637 | \$449,302 | \$283,644 | \$439,724 | \$220,197 | \$381,756 | \$534,006 | \$546,822 | \$495,560 | \$486,304 |
| Interest | \$11,262 | \$11,533 | \$13,422 | \$12,711 | \$10,783 | \$6,807 | \$10,553 | \$5,285 | \$9,162 | \$12,816 | \$13,124 | \$11,893 | \$11,671 |
| Target Levels | | | | | | | | | | | | | |
| Maximum Target Balance (10% of Asset Replacement Value) | \$350,816 | \$368,356 | \$386,774 | \$406,113 | \$426,419 | \$447,739 | \$470,126 | \$493,633 | \$518,314 | \$544,230 | \$571,442 | \$600,014 | \$630,014 |
| Above Maximum Target Balance | \$118,454 | \$112,176 | \$172,491 | \$123,524 | \$22,883 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Minimum Target Balance (5% of Asset Replacement Value) | \$175,408 | \$184,178 | \$193,387 | \$203,056 | \$213,209 | \$223,870 | \$235,063 | \$246,816 | \$259,157 | \$272,115 | \$285,721 | \$300,007 | \$315,007 |
| Below Minimum Target Balance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | (\$26,619) | \$0 | \$0 | \$0 | \$0 | \$0 |

WASTE DISPOSAL CAPITAL FORECAST (2020-2032)

| Capital Project | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|----------|----------|
| <i>City's Capital Program</i> | | | | | | | | | | | | | |
| Landfill Leachate and Gas Collection Systems Upgrades | \$40,000 | \$262,500 | \$44,100 | \$347,288 | \$48,620 | \$382,884 | \$56,284 | \$443,237 | \$62,053 | \$65,156 | \$0 | \$0 | \$0 |
| Landfill Site - Service Area Infrastructure Upgrades | \$40,000 | \$0 | \$0 | \$0 | \$60,775 | \$76,577 | \$70,355 | \$59,098 | \$46,540 | \$48,867 | \$0 | \$0 | \$0 |
| Landfill Expansion / Alternative Disposal ECA | \$100,000 | \$105,000 | \$110,250 | \$115,763 | \$121,551 | \$127,628 | \$140,710 | \$147,746 | \$155,133 | \$162,889 | \$0 | \$0 | \$0 |
| New Landfill Gas Control System | \$1,674,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Flare Decommissioning | \$90,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Maintenance Building Repairs | \$0 | \$0 | \$88,200 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Site Paving Project | \$0 | \$52,500 | \$33,075 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Inbound Scale Replacement | \$0 | \$0 | \$77,175 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$1,944,000 | \$420,000 | \$352,800 | \$463,050 | \$230,946 | \$587,090 | \$267,349 | \$650,080 | \$263,726 | \$276,912 | \$0 | \$0 | \$0 |
| <i>Asset Management Needs</i> | | | | | | | | | | | | | |
| Weigh Scales & Building | \$0 | \$0 | \$0 | \$0 | \$282,100 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Yard Improvements | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,378 | \$0 | \$0 | \$0 | \$0 | \$64,386 | \$21,149 |
| Storage Containers | \$0 | \$0 | \$0 | \$0 | \$0 | \$9,352 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal | \$0 | \$0 | \$0 | \$0 | \$282,100 | \$9,352 | \$3,378 | \$0 | \$0 | \$0 | \$0 | \$64,386 | \$21,149 |
| Total | \$1,944,000 | \$420,000 | \$352,800 | \$463,050 | \$513,046 | \$596,442 | \$270,727 | \$650,080 | \$263,726 | \$276,912 | \$0 | \$64,386 | \$21,149 |

Note: the New Landfill Gas Control System will be Debt Financed and not funded from the Capital Reserve

Appendix D

Cost of Service – Waste Disposal (2020-2044)

CITY OF CORNWALL
Landfill Full Cost Accounting Analysis Financial Sustainability Final Report
APPENDIX D

COST OF SERVICE - WASTE DISPOSAL (2019-2044)

| Cost Description | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Operating Costs | | | | | | | | | | | | | | |
| Landfill Site Monitoring | \$102,146 | \$108,356 | \$110,523 | \$112,734 | \$114,988 | \$117,288 | \$119,634 | \$122,026 | \$124,467 | \$126,956 | \$129,495 | \$132,085 | \$134,727 | \$137,422 |
| Landfill Security | \$70,156 | \$71,539 | \$72,970 | \$74,429 | \$75,918 | \$77,436 | \$78,985 | \$80,565 | \$82,176 | \$83,819 | \$85,496 | \$87,206 | \$88,950 | \$90,729 |
| Landfill Maintenance | \$33,900 | \$34,500 | \$35,190 | \$35,894 | \$36,612 | \$37,344 | \$38,091 | \$38,853 | \$39,630 | \$40,422 | \$41,231 | \$42,055 | \$42,896 | \$43,754 |
| Gas/Leachate Collection | \$167,845 | \$172,129 | \$175,572 | \$179,083 | \$182,665 | \$186,318 | \$190,044 | \$193,845 | \$197,722 | \$201,677 | \$205,710 | \$209,824 | \$214,021 | \$218,301 |
| Solid Waste Disposal - Until 2032 | \$761,378 | \$819,375 | \$835,763 | \$852,478 | \$869,527 | \$886,918 | \$904,656 | \$922,749 | \$941,204 | \$960,028 | \$979,229 | \$998,814 | \$1,018,790 | \$1,039,166 |
| Solid Waste Disposal - After 2032 (Res. Waste Only) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Stand Alone Drop-Off Station (Res. Waste Only) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Solid Waste Management | \$43,600 | \$13,800 | \$14,076 | \$14,358 | \$14,645 | \$14,938 | \$15,236 | \$15,541 | \$15,852 | \$16,169 | \$16,492 | \$16,822 | \$17,159 | \$17,502 |
| Curbside Waste Collection | \$918,383 | \$961,458 | \$987,682 | \$1,014,570 | \$1,040,569 | \$1,067,201 | \$1,094,483 | \$1,122,429 | \$1,151,055 | \$1,178,210 | \$1,205,991 | \$1,234,412 | \$1,263,488 | \$1,293,232 |
| Administration | \$230,905 | \$247,997 | \$252,957 | \$258,016 | \$263,176 | \$268,440 | \$273,809 | \$279,285 | \$284,871 | \$290,568 | \$296,379 | \$302,307 | \$308,353 | \$314,520 |
| Transfers to Operating Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross Operating Costs | \$2,328,313 | \$2,429,154 | \$2,484,732 | \$2,541,561 | \$2,598,099 | \$2,655,883 | \$2,714,938 | \$2,775,293 | \$2,836,976 | \$2,897,850 | \$2,960,024 | \$3,023,525 | \$3,088,383 | \$3,154,626 |
| Capital Related Costs | | | | | | | | | | | | | | |
| Transfers to Capital Reserve | \$290,000 | \$270,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$420,000 | \$0 | \$0 | \$0 |
| Transfers to Capital Life Cycle Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Debt Servicing | \$0 | \$0 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 | \$140,225 |
| Gross Capital Related Costs | \$290,000 | \$270,000 | \$560,225 | \$560,225 | \$560,225 | \$560,225 | \$560,225 | \$560,225 | \$560,225 | \$560,225 | \$560,225 | \$140,225 | \$140,225 | \$140,225 |
| Landfil Closure & Post Closure Care Costs | | | | | | | | | | | | | | |
| Transfers to Landfill Closure & Post Closure Care Reserve | \$0 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 |
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross Landfill Post Closure Care Costs | \$0 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 | \$2,458,096 |
| COST OF SERVICE (GROSS) | \$2,618,313 | \$5,157,249 | \$5,503,053 | \$5,559,882 | \$5,616,420 | \$5,674,203 | \$5,733,258 | \$5,793,613 | \$5,855,297 | \$5,916,170 | \$5,978,344 | \$5,621,846 | \$5,686,704 | \$5,752,947 |
| Program Revenues | | | | | | | | | | | | | | |
| Landfill Site Monitoring | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Security | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gas/Leachate Collection | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Solid Waste Disposal | \$1,500 | \$4,000 | \$4,080 | \$4,162 | \$4,245 | \$4,330 | \$4,416 | \$4,505 | \$4,595 | \$4,687 | \$4,780 | \$4,876 | \$4,973 | \$5,073 |
| Solid Waste Management (Tipping Fees) | \$1,624,650 | \$1,490,750 | \$1,520,565 | \$1,550,976 | \$1,581,996 | \$1,613,636 | \$1,645,908 | \$1,678,827 | \$1,712,403 | \$1,746,651 | \$1,781,584 | \$1,817,216 | \$1,853,560 | \$1,890,631 |
| Curbside Waste Collection | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Administration | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Program Revenues | \$1,626,150 | \$1,494,750 | \$1,524,645 | \$1,555,138 | \$1,586,241 | \$1,617,965 | \$1,650,325 | \$1,683,331 | \$1,716,998 | \$1,751,338 | \$1,786,365 | \$1,822,092 | \$1,858,534 | \$1,895,704 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$992,163 | \$3,662,499 | \$3,978,408 | \$4,004,744 | \$4,030,180 | \$4,056,238 | \$4,082,934 | \$4,110,282 | \$4,138,299 | \$4,164,833 | \$4,191,980 | \$3,799,754 | \$3,828,170 | \$3,857,242 |
| Annual Percent Change | | 269.1% | 8.6% | 0.7% | 0.6% | 0.6% | 0.7% | 0.7% | 0.7% | 0.6% | 0.7% | -9.4% | 0.7% | 0.8% |

CITY OF CORNWALL
Landfill Full Cost Accounting Analysis Financial Sustainability Final Report
APPENDIX D

| Cost Description | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population & Tonnage Projections | | | | | | | | | | | | | | |
| Projected Population* | 48,458 | 48,612 | 48,766 | 48,920 | 49,076 | 49,232 | 49,388 | 49,544 | 49,700 | 49,858 | 50,016 | 50,174 | 50,332 | 50,490 |
| Projected Households* | 21,345 | 21,497 | 21,649 | 21,801 | 21,920 | 22,039 | 22,157 | 22,276 | 22,395 | 22,469 | 22,543 | 22,617 | 22,691 | 22,765 |
| Projected Tonnage Disposed - Residential Only | 14,184 | 14,229 | 14,274 | 14,319 | 14,365 | 14,410 | 14,456 | 14,502 | 14,547 | 14,593 | 14,640 | 14,686 | 14,732 | 14,778 |
| Projected Tonnage Disposed - Residential & IC&I | 27,787 | 27,832 | 27,877 | 27,922 | 27,968 | 28,014 | 28,059 | 28,105 | 28,151 | 28,197 | 28,243 | 28,289 | 28,336 | 28,382 |
| <i>*Projections from DC Study</i> | | | | | | | | | | | | | | |
| Gross Collection Cost per Capita | | | | | | | | | | | | | | |
| Gross Collection Cost per Capita | \$19 | \$20 | \$20 | \$21 | \$21 | \$22 | \$22 | \$23 | \$23 | \$24 | \$24 | \$25 | \$25 | \$26 |
| Gross Collection Cost per Household | | | | | | | | | | | | | | |
| Gross Collection Cost per Household | \$43 | \$45 | \$46 | \$47 | \$47 | \$48 | \$49 | \$50 | \$51 | \$52 | \$53 | \$55 | \$56 | \$57 |
| Disposal Cost per Tonne (excluding Waste Collection) | | | | | | | | | | | | | | |
| Gross Cost per Tonne of Total Waste Disposed | | | | | | | | | | | | | | |
| Operations | \$51 | \$53 | \$54 | \$55 | \$56 | \$57 | \$58 | \$59 | \$60 | \$61 | \$62 | \$63 | \$64 | \$66 |
| Capital Related | \$10 | \$10 | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$5 | \$5 | \$5 |
| Subtotal - Gross Cost per Tonne Operations & Capital | \$61 | \$62 | \$74 | \$75 | \$76 | \$77 | \$78 | \$79 | \$80 | \$81 | \$82 | \$68 | \$69 | \$71 |
| Closure & Post Closure Care | \$0 | \$88 | \$88 | \$88 | \$88 | \$88 | \$88 | \$87 | \$87 | \$87 | \$87 | \$87 | \$87 | \$87 |
| Total Gross Cost per Tonne | \$61 | \$151 | \$162 | \$163 | \$164 | \$164 | \$165 | \$166 | \$167 | \$168 | \$169 | \$155 | \$156 | \$157 |
| Revenue per Tonne Disposed Based on Current Tipping Fee | \$59 | \$54 | \$55 | \$56 | \$57 | \$58 | \$59 | \$60 | \$61 | \$62 | \$63 | \$64 | \$66 | \$67 |
| Net Cost per Tonne | \$3 | \$97 | \$107 | \$107 | \$107 | \$107 | \$107 | \$106 | \$106 | \$106 | \$106 | \$91 | \$91 | \$90 |

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APPENDIX D

COST OF SERVICE - WASTE DISPOSAL (2019-2044)

| Cost Description | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Operating Costs | | | | | | | | | | | | |
| Landfill Site Monitoring | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Security | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gas/Leachate Collection | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Solid Waste Disposal - Until 2032 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Solid Waste Disposal - After 2032 (Res. Waste Only) | \$1,954,698 | \$1,997,725 | \$2,041,691 | \$2,086,617 | \$2,132,530 | \$2,179,455 | \$2,227,411 | \$2,276,423 | \$2,326,514 | \$2,377,706 | \$2,430,026 | \$2,478,626 |
| Stand Alone Drop-Off Station (Res. Waste Only) | \$176,538 | \$180,069 | \$183,670 | \$187,344 | \$191,091 | \$194,912 | \$198,811 | \$202,787 | \$206,843 | \$210,979 | \$215,199 | \$219,503 |
| Solid Waste Management | \$17,852 | \$18,209 | \$18,573 | \$18,944 | \$19,323 | \$19,710 | \$20,104 | \$20,506 | \$20,916 | \$21,335 | \$21,761 | \$22,196 |
| Curbside Waste Collection | \$1,451,935 | \$1,484,559 | \$1,517,907 | \$1,551,995 | \$1,586,840 | \$1,622,468 | \$1,658,898 | \$1,696,146 | \$1,734,232 | \$1,773,175 | \$1,812,993 | \$1,853,706 |
| Administration | \$320,811 | \$327,227 | \$333,771 | \$340,447 | \$347,256 | \$354,201 | \$361,285 | \$368,510 | \$375,881 | \$383,398 | \$391,066 | \$398,888 |
| Transfers to Operating Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross Operating Costs | \$3,921,834 | \$4,007,789 | \$4,095,613 | \$4,185,347 | \$4,277,040 | \$4,370,746 | \$4,466,508 | \$4,564,373 | \$4,664,385 | \$4,766,593 | \$4,871,045 | \$4,972,919 |
| Capital Related Costs | | | | | | | | | | | | |
| Transfers to Capital Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfers to Capital Life Cycle Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Debt Servicing | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross Capital Related Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfil Closure & Post Closure Care Costs | | | | | | | | | | | | |
| Transfers to Landfill Closure & Post Closure Care Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1 |
| Gross Landfill Post Closure Care Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1 |
| COST OF SERVICE (GROSS) | \$3,921,834 | \$4,007,789 | \$4,095,613 | \$4,185,347 | \$4,277,040 | \$4,370,746 | \$4,466,508 | \$4,564,373 | \$4,664,385 | \$4,766,593 | \$4,871,045 | \$4,972,920 |
| Program Revenues | | | | | | | | | | | | |
| Landfill Site Monitoring | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Security | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Landfill Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gas/Leachate Collection | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Solid Waste Disposal | \$5,174 | \$5,278 | \$5,383 | \$5,491 | \$5,601 | \$5,713 | \$5,827 | \$5,944 | \$6,063 | \$6,184 | \$6,308 | \$6,434 |
| Solid Waste Management (Tipping Fees) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Curbside Waste Collection | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Administration | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Program Revenues | \$5,174 | \$5,278 | \$5,383 | \$5,491 | \$5,601 | \$5,713 | \$5,827 | \$5,944 | \$6,063 | \$6,184 | \$6,308 | \$6,434 |
| COST OF SERVICE (NET) TO BE RECOVERED | \$3,916,659 | \$4,002,511 | \$4,090,229 | \$4,179,855 | \$4,271,439 | \$4,365,033 | \$4,460,681 | \$4,558,429 | \$4,658,323 | \$4,760,409 | \$4,864,737 | \$4,966,487 |
| Annual Percent Change | 1.5% | 2.2% | 2.2% | 2.2% | 2.2% | 2.2% | 2.2% | 2.2% | 2.2% | 2.2% | 2.2% | 2.1% |

CITY OF CORNWALL
Landfill Full Cost Accounting Analysis Financial Sustainability Final Report
APPENDIX D

| Cost Description | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Population & Tonnage Projections | | | | | | | | | | | | |
| Projected Population* | 50,592 | 50,694 | 50,796 | 50,898 | 51,000 | 51,102 | 51,205 | 51,307 | 51,410 | 51,513 | 51,616 | 51,720 |
| Projected Households* | 22,828 | 22,891 | 22,953 | 23,016 | 23,079 | 23,142 | 23,205 | 23,268 | 23,332 | 23,396 | 23,459 | 23,524 |
| Projected Tonnage Disposed - Residential Only | 14,808 | 14,838 | 14,868 | 14,898 | 14,928 | 14,958 | 14,988 | 15,018 | 15,048 | 15,078 | 15,108 | 15,138 |
| Projected Tonnage Disposed - Residential & IC&I | 28,412 | 28,442 | 28,471 | 28,501 | 28,531 | 28,561 | 28,591 | 28,621 | 28,651 | 28,681 | 28,711 | 28,742 |
| <i>*Projections from DC Study</i> | | | | | | | | | | | | |
| Gross Collection Cost per Capita | | | | | | | | | | | | |
| Gross Collection Cost per Capita | \$29 | \$29 | \$30 | \$30 | \$31 | \$32 | \$32 | \$33 | \$34 | \$34 | \$35 | \$36 |
| Gross Collection Cost per Household | | | | | | | | | | | | |
| Gross Collection Cost per Household | \$64 | \$65 | \$66 | \$67 | \$69 | \$70 | \$71 | \$73 | \$74 | \$76 | \$77 | \$79 |
| Disposal Cost per Tonne (excluding Waste Collection) | | | | | | | | | | | | |
| Gross Cost per Tonne of Total Waste Disposed | | | | | | | | | | | | |
| Operations | \$167 | \$170 | \$173 | \$177 | \$180 | \$184 | \$187 | \$191 | \$195 | \$199 | \$202 | \$206 |
| Capital Related | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal - Gross Cost per Tonne Operations & Capital | \$167 | \$170 | \$173 | \$177 | \$180 | \$184 | \$187 | \$191 | \$195 | \$199 | \$202 | \$206 |
| Closure & Post Closure Care | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Gross Cost per Tonne | \$167 | \$170 | \$173 | \$177 | \$180 | \$184 | \$187 | \$191 | \$195 | \$199 | \$202 | \$206 |
| Revenue per Tonne Disposed Based on Current Tipping Fee | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Cost per Tonne | \$167 | \$170 | \$173 | \$177 | \$180 | \$184 | \$187 | \$191 | \$195 | \$198 | \$202 | \$206 |



The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-254-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: January 13, 2020
Subject: Tourism Development Corporation of Cornwall by Etienne
Saint-Aubin

Purpose

To provide Council with an update of the Tourism Development Corporation of Cornwall.

Recommendation

That Council receive Report 2020-254-Corporate Services.

| | |
|----------------------|--|
| Document Title: | Tourism Development Corporation of Cornwall - 2020-254-Corporate Services.docx |
| Attachments: | - TDCC Business Plan November 2019.docx - YiR Council Presentation.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Maureen Adams - Jan 8, 2020 - 9:38 PM

Tourism Development Corporation of Cornwall

Business Plan

November 30, 2019

Executive Summary

The Tourism Development Corporation of Cornwall (TDCC) is a not for profit corporation with the exclusive purpose of developing, promoting and furthering Cornwall's tourism sector.

The TDCC is governed by a three-member Board of Directors and administers the Tourism Development Fund as per the conditions outlined in the Service Agreement with the City of Cornwall. The City of Cornwall is the sole member of the Corporation.

Business Description

The TDCC administers the Tourism Development Fund, which is supported by a portion of the revenues generated from the Municipal Accommodation Tax (MAT) in the City of Cornwall.

The Tourism Development Fund provides financial support to the following types of activities:

- Events that bring regional, provincial, national or international exposure to Cornwall
- Events that attract people from outside the immediate Cornwall-SDG region
- Events that result in increased economic activity, such as overnight stays
- Events that are sustainable
- Support for new or existing tourism attractions and/or tourism businesses or products

Market Analysis

The City of Cornwall is a progressive community of 47,000 people on the banks of the St. Lawrence River in eastern Ontario. Cornwall boasts a modern economy and offers an array of urban amenities, making it an excellent place to work and raise a family.

Tourism is a vital sector of the economy. According to the Ministry of Tourism, Culture and Sport, the tourism industry supported 389,000 jobs and generated over \$32.3 billion in economic activity in Ontario in 2015.

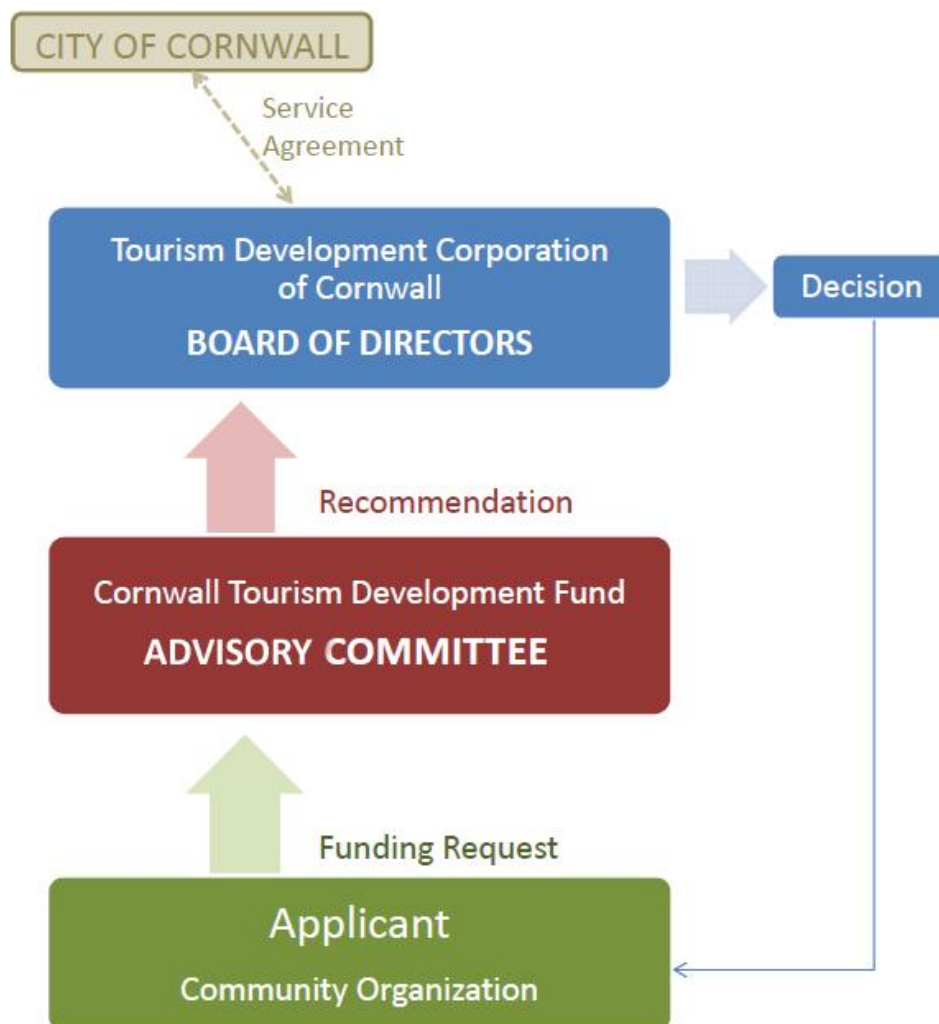
Locally, tourism is an important economic driver and there is significant potential for growth. Cornwall's natural features - the St. Lawrence River, parks and waterfront trails - along with its heritage, strong accommodation base and tourism-oriented businesses and attractions (both in the City and the surrounding area) positions Cornwall well to pursue a variety of forms of tourism.

Personnel

The Board of Directors of the TDCC is comprised of Tim Mills, Chair, Etienne Saint-Aubin, Vice-Chair, and Chantal Lalonde-Beaudette, Secretary.

Applications to the Tourism Development Fund are reviewed by a Tourism Development Fund Advisory Committee made up of local stakeholders involved in tourism, service/hospitality and community development. This Committee makes recommendations to the Board of Directors for final approval.

The flow chart below illustrates the process.



Strategic Direction

The TDCC will continue to support a variety of tourism activities by providing funding to eligible applicants. The Corporation will work towards refining the application process as well as the criteria set out for eligible applications to ensure the funds are being used in the best manner to further develop the tourism industry in the City of Cornwall.

The TDCC will continue to work with the City of Cornwall Tourism department to align strategies and ensure both organizations are working towards complimentary goals. Our work with the Tourism department will also assist in increasing awareness of the Tourism Development Fund through different media channels.

Key Activities

The TDCC held two information sessions in October 2019, to provide more information to potential applicants and answer questions surrounding the application process, the collection of the MAT, and how funding would be awarded. The sessions were well attended, and following the sessions there was a notable increase in applications.

Both the Board of Directors and the Advisory Committee meet on a monthly basis to review the applications that have been submitted. From July 15, 2019 to November 30, 2019, 28 applications have been received. A total of \$114,900 has been awarded towards the funding of 15 projects. The awarded applicants are as follows:

- Shorty Jenkins Curling Classic
- Apples and Art Studio Tour
- Pan American Bass Championship
- Girls Hockey Association
- Cornwall Comedy Festival
- Francophone Eastern Ontario Optimist Club
- Cornwall Sea Lions Snowflake Meet
- Seaway Valley Theatre Company
- Ontario Curling Association
- CAPE 2020
- Cornwall Pride 2020
- Country Side Adventures
- Cooper Marsh Conservators Inc.
- Wonderful World of Whisky Show
- Juvenile Broomball Championships

There will be a carry over of funds of approximately \$20,000 to the 2020 fund allotment. The carry over will assist in funding more projects in 2020 as it is anticipated that the number of applications will more than double for 2020.

Tourism Development
Corporation of Cornwall

Corporation de développement
touristique de Cornwall

Year in Review

JANUARY 13, 2019

CITY COUNCIL PRESENTATION

Key Highlights

- Established January 2019
- Current Board effective May 2019
- Launched application process July 2019
- Received 30 applications in 2019
- Approved \$141,900 in funding
- Supported 19 projects



Projects Supported

- Shorty Jenkins Curling Classic
- Apples & Art Studio Tour
- Pan American Bass Championship
- Cornwall Girls Hockey Association
- Cornwall Pride 2020
- DEO 35ans de fierte francophone
- Cornwall Comedy Festival
- Cape 2020
- CurlON
- Regional Convention of Jehovah's Witnesses
- Seaway Valley theatre Company
- Cornwall Sea Lions Snowflake Invitation Swim Meet
- Country Side Adventures
- Cooper Marsh Wildlife Viewing Restoration
- Wonderful World of Whisky Show 2020
- Juvenile National Broomball Championship
- Harmony Concerts
- Cotton Candy Classic 2020
- Eco Farm Day 2020
- Join the rEvolution

Board of Directors

- Resignation of Tim Mills in November
- New Director to be in place by February
- Etienne Saint-Aubin, Vice Chair
- Chantal Lalonde–Beaudette, Treasurer

Board members can not have a direct beneficial or pecuniary interest in a business or an organization with ties to the tourism sector.

Advisory Committee

Ian Bentley

Amanda Brisson

Dona Cruickshank

Virginia Lake

Scott Lecky

Robert Prowse

Lesley Thompson

Karen Torrie-Racine

Chantal Tranchemontagne

Justine Viray-Levac



- Call for nominations in local media
- Selected by Board of Directors

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Corporate Services
Division: Clerk's Division
Report Number: [Report Number]
Prepared By: Manon Levesque, City Clerk
Meeting Date: January 13, 2020
Subject: Proclamation of Developmental Services Worker Month

Purpose

To proclaim the month of January, 2020, as “Developmental Services Worker Month” in the City of Cornwall.

Recommendation

That Council proclaim the month of January, 2020, as “Developmental Services Worker Month” in the City of Cornwall.

Background / Discussion

Kinsmen Community Residence is requesting that Council proclaim the month of January, 2020, as “Developmental Services Worker Month” in the City of Cornwall.

| | |
|----------------------|--|
| Document Title: | Proclamation of Developmental Services Worker Month - 2020-250-Corporate Services.docx |
| Attachments: | - Proclamation Developmental Services Worker Month.pdf |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Manon L. Levesque - Jan 7, 2020 - 6:54 PM

Maureen Adams - Jan 7, 2020 - 9:32 PM



176 Marguerite D'Youville, Unit 41, Cornwall, ON K6H 7H4
613-938-3378 F. 613-938-9800 www.kinsmenresidence.ca

Discover Your Potential

December 18, 2019

Diane Brown, Assistant to Mayor and CAO
CITY OF CORNWALL
360 Pitt Street, PO Box 877
Cornwall, Ontario
K6H 5T9

Diane,

As you may know, January is Developmental Services Worker month. In our great City, we have many agencies and organizations that employ amazing folk to care for those most vulnerable in our community.

We, at Kinsmen Community Residence, are asking that the City of Cornwall officially recognize January 2020 as Developmental Services Worker month on social media, webpage, Council meetings, etc...

We would like an opportunity to meet with you to further discuss this recognition, should you so desire. We look forward to discussing and/or meeting with you in the near future.

Respectfully,

KINSMEN COMMUNITY RESIDENCE

Johanne Couture,
Executive Director / Manager

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Corporate Services
Division: Clerk's Division
Report Number: [Report Number]
Prepared By: Manon Levesque, City Clerk
Meeting Date: January 13, 2020
Subject: Proclamation of Hearth Month

Purpose

To proclaim the month of February, 2020, as "Heart Month" in the City of Cornwall.

Recommendation

That Council proclaim the month of February, 2020, as "Heart Month" in the City of Cornwall.

Background / Discussion

The Heart and Stroke Foundation is requesting that the month of February, 2020, be proclaimed as "Heart Month" in the City of Cornwall.

| | |
|----------------------|--|
| Document Title: | Proclamation of Heart Month - 2020-251-Corporate Services.docx |
| Attachments: | - Proclamation Heart Month.docx |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Manon L. Levesque - Jan 7, 2020 - 6:55 PM

Maureen Adams - Jan 7, 2020 - 9:33 PM

Proclamation

City of Cornwall
Mayor Clement

February 2020

WHEREAS: Heart disease and stroke are leading causes of death in Canada.

AND WHEREAS: Heart & Stroke's mission is to prevent disease, save lives and promote recovery. Powered by donors and volunteers, they strive to tangibly improve the health of every family in Canada, every day.

AND WHEREAS: February is Heart Month in Canada, during which Heart & Stroke Canvassing Campaign takes place, to support on-going life-saving heart disease and stroke research, health promotion and advocacy;

AND WHEREAS: We applaud and commend the thousands of volunteers, staff and researchers of Heart & Stroke for their dedication and commitment and wish them continued success;

I, THEREFORE: proclaim that the month of February be observed as "Heart Month" in the City of Cornwall. I further urge all citizens to open their heart to Heart & Stroke Canvassing Campaign, and all civic, social organizations and business establishments to give this campaign the greatest possible support.

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Financial Services
Division: Finance
Report Number: 2020-229-Financial Services
Prepared By: Paul Scrimshaw, Accounting Manager and Deputy Treasurer
Meeting Date: January 13, 2020
Subject: Elected Officials Expense Statements for the Period of
October 1, 2019 to November 30, 2019

Purpose

To provide Council with a financial snapshot of expenses for the period October 1 to November 30, 2019.

Recommendation

That Council receive the Statement of Expenses for Elected Officials for the period October 1 to November 30, 2019.

Financial Implications

All remuneration and expenses incurred are in compliance with the approved 2019 Budget, corporate policies, accounting and reporting procedures.

Strategic Priority Implications

This report achieves the Strategic Plan of corporate excellence ensuring financial transparency and accountability by exercising prudent financial stewardship managing public funds.

Background / Discussion

The accompanying schedules details expenses incurred up to November 30, 2019 of Council as a whole and individual Council Members.

| | |
|----------------------|--|
| Document Title: | Elected Officials Expense Statement Oct-Nov - 2020-229-Financial Services.docx |
| Attachments: | - Consolidated Oct.Nov19 expenses.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Tracey Bailey - Jan 8, 2020 - 10:41 AM

Maureen Adams - Jan 8, 2020 - 10:43 AM

STATEMENT OF EXPENSES - ELECTED OFFICIALS
COUNCIL AS A WHOLE

for the period of October 1 to November 30, 2019

| Council (as a whole) | <u>Food Provisions</u> | <u>Office Supplies</u> | <u>Office Equipment</u> | <u>Memberships, Association Fees</u> | <u>Promotion Costs</u> | <u>Public Relations</u> | <u>Blackberry Charges</u> | <u>Total Expenses</u> |
|---|-------------------------------|-------------------------------|--------------------------------|---|-------------------------------|--------------------------------|----------------------------------|------------------------------|
| Previous Expenses | \$5,643.93 | \$1,375.96 | \$1,219.09 | \$34,864.07 | \$2,419.00 | \$4,563.96 | \$4,604.95 | \$54,690.96 |
| Oct - Nov Statement | \$704.24 | \$490.61 | \$0.00 | \$0.00 | \$273.32 | \$922.58 | \$1,158.10 | \$3,548.85 |
| Total Expenses to Date | \$6,348.17 | \$1,866.57 | \$1,219.09 | \$34,864.07 | \$2,692.32 | \$5,486.54 | \$5,763.05 | \$58,239.81 |
| 2019 Budget | \$5,000.00 | \$2,000.00 | \$0.00 | \$39,200.00 | \$3,000.00 | \$7,000.00 | \$7,670.00 | |
| Coffee, Juice, Creamers, Water, etc. (Meetings) | \$146.76 | | | | | | | |
| Council Meetings | \$557.48 | | | | | | | |
| Office Supplies | | \$490.61 | | | | | | |
| Cell Phone Charges | | | | | | | \$1,158.10 | |
| City Guide - Fall 2019 | | | | | | \$101.76 | | |
| Remembrance Day Advertisement | | | | | | \$208.61 | | |
| Students Visiting City Hall - Cornwall Glasses | | | | | | \$180.00 | | |
| Council Plaque and Portraits | | | | | | \$185.20 | | |
| Santa Claus Parade | | | | | | \$247.01 | | |

STATEMENT OF EXPENSES - ELECTED OFFICIALS CONFERENCES / PROFESSIONAL DEVELOPMENT

for the period of October 1 to November 30, 2019

| | |
|------------------------|-------------------|
| Previous Expenses | \$22,279.42 |
| Oct - Nov Statement | <u>\$2,349.92</u> |
| Total Expenses to Date | \$24,629.34 |
| 2019 Budget | \$25,000.00 |

AMO Annual Conference - August 18-21, 2019 (Councillor G. Grant)

| | | |
|----------------|----------|----------|
| Registration | | |
| Accommodation | | |
| Transportation | \$252.15 | \$252.15 |

Eastern Ontario Local Food Conference - November 13-14, 2019 (Councillor E. Bergeron)

| | | |
|----------------|---------|---------|
| Registration | \$81.28 | |
| Accommodation | | |
| Transportation | | \$81.28 |

Eastern Ontario Local Food Conference - November 13-14, 2019 (Councillor S. Gardiner)

| | | |
|----------------|----------|----------|
| Registration | \$134.05 | |
| Accommodation | | |
| Transportation | | \$134.05 |

Ontario East Municipal Conference - September 11-13, 2019 (Councillor J. Towndale)

| | | |
|----------------|----------|----------|
| Registration | \$763.20 | |
| Accommodation | | |
| Transportation | | \$763.20 |

AFMO Conference - September 25-27, 2019 (Councillor S. Gardiner)

| | | |
|----------------|----------|------------|
| Registration | | |
| Accommodation | \$431.24 | |
| Transportation | \$688.00 | \$1,119.24 |

STATEMENT OF EXPENSES - ELECTED OFFICIALS

SOUVENIRS

for the period of October 1 to November 30, 2019

| | Mayor Clément | Councillor Bennett | Councillor Bergeron | Councillor Dupelle | Councillor Gardiner | Councillor Grant |
|-------------------------------|---------------|--------------------|---------------------|--------------------|---------------------|------------------|
| Minor Sports Associations | \$103.56 | | | | | |
| Schools | | | | | | |
| Service Clubs | | | | | | |
| Tournaments/Curling Bonspiels | | | | | | \$66.19 |
| Local Boards / Organizations | \$103.57 | | | | | |
| Miscellaneous | | | | | | |
| Community Events | | | | | | |
| Visitors/Dignitaries | | | | | | |
| | \$207.13 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$66.19 |

| | Councillor Hébert | Councillor Hollingsworth | Councillor MacDonald | Councillor McIntosh | Councillor Towndale |
|-------------------------------|-------------------|--------------------------|----------------------|---------------------|---------------------|
| Minor Sports Associations | | | | | |
| Schools | | | | | |
| Service Clubs | | | | | |
| Tournaments/Curling Bonspiels | | | | | |
| Local Boards / Organizations | | | | | |
| Miscellaneous | | | | | |
| Community Events | | | | | |
| Visitors/Dignitaries | | | | | |
| | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

| Mayor Bernadette Clément | Police Services Board Honorarium | Car Allowance | Corporate Travel | Public Relations | Miscellaneous | Total Expenses | Souvenirs |
|--------------------------|--|------------------|----------------------------------|---------------------|---------------|-------------------|------------|
| Previous Expenses | \$2,625.03 | \$1,440.00 | \$0.00 | \$2,056.87 | \$0.00 | \$3,496.87 | \$1,112.19 |
| Oct - Nov Statement | \$583.34 | \$320.00 | \$0.00 | \$450.00 | \$55.08 | \$825.08 | \$207.13 |
| Total Honorarium to Date | \$3,208.37 | | | | | | |
| Total Expenses to Date | | \$1,760.00 | \$0.00 | \$2,506.87 | \$55.08 | \$4,321.95 | \$1,319.32 |
| 2019 Budget | \$3,500.00 | \$1,920.00 | -----\$10,000.00----- | | | | |

Car Allowance (October - November 2019)

\$320.00

Cornwall Police Services Board

Honorarium (October to November 2019)

\$583.34

| | |
|--|----------|
| Ticket for CPFFA Gala | \$60.00 |
| Ticket for Baldwin House's Heart Of Fashion fundraiser | \$100.00 |
| Ticket for Warden's Banquet | \$45.00 |
| Ticket for Aerospace Control Mixed Mess Dinner | \$50.00 |
| Ticket for Cornwall Hospital Foundation Fundraiser | \$95.00 |
| Ticket for Children's Treatment Centre Fundraiser | \$100.00 |

Municipal World Subscription

\$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Todd Bennett

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$365.00 | \$65.00 | \$430.00 | \$10.18 |
| Oct - Nov Statement | \$0.00 | \$145.00 | \$55.08 | \$200.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$510.00 | \$120.08 | \$630.08 | \$10.18 |
| 2019 Budget | -----\$1,257.50----- | | | | |

Ticket for Warden's Banquet \$45.00

Ticket for the Children's Treatment Centre Fundraiser \$100.00

Municipal World Subscription \$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Eric Bergeron

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$115.00 | \$0.00 | \$115.00 | \$10.18 |
| Oct - Nov Statement | \$0.00 | \$0.00 | \$55.08 | \$55.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$115.00 | \$55.08 | \$170.08 | \$10.18 |
| 2019 Budget | -----\$1,257.50----- | | | | |

Municipal World Subscription \$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Maurice Dupelle

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$909.02 |
| Oct - Nov Statement | \$0.00 | \$0.00 | \$55.08 | \$55.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$0.00 | \$55.08 | \$55.08 | \$909.02 |
| 2019 Budget | -----\$1,257.50----- | | | | |

Municipal World Subscription

\$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Syd Gardiner

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$440.00 | \$43.45 | \$483.45 | \$20.36 |
| Oct - Nov Statement | \$0.00 | \$0.00 | \$55.08 | \$55.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$440.00 | \$98.53 | \$538.53 | \$20.36 |
| 2019 Budget | -----\$1,257.50----- | | | | |

Municipal World Subscription

\$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Glen Grant

| | <u>Outside Agencies Honorarium</u> | <u>Corporate Travel</u> | <u>Public Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|--|-----------------------------|-----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$2,000.00 | \$0.00 | \$400.00 | \$82.33 | \$482.33 | \$127.20 |
| Oct - Nov Statement | \$500.00 | \$0.00 | \$45.00 | \$55.08 | \$100.08 | \$66.19 |
| Total Expenses to Date | \$2,500.00 | \$0.00 | \$445.00 | \$137.41 | \$582.41 | \$193.39 |
| 2019 Budget | \$2,750.00 | \$1,257.50 | | | | |

Ticket for Warden's Banquet

\$45.00

Municipal World Subscription

\$55.08

Cornwall Police Services Board

Honorarium (October to November 2019)

\$500.00

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Carilyne Hébert

| | <u>Corporate Travel</u> | <u>Public Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|-----------------------------|-----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$103.10 | \$90.00 | \$193.10 | \$87.39 |
| Oct - Nov Statement | \$0.00 | \$100.00 | \$55.08 | \$155.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$203.10 | \$145.08 | \$348.18 | \$87.39 |
| 2019 Budget | \$1,257.50 | | | | |

Ticket for Baldwin House's Heart Of Fashion fundraiser

\$100.00

Municipal World Subscription

\$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Dean Hollingsworth

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$15.00 | \$0.00 | \$15.00 | \$10.18 |
| Oct - Nov Statement | \$0.00 | \$0.00 | \$55.08 | \$55.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$15.00 | \$55.08 | \$70.08 | \$10.18 |
| 2019 Budget | -----\$1,257.50----- | | | | |

Municipal World Subscription

\$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Elaine MacDonald

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$162.20 | \$0.00 | \$162.20 | \$66.15 |
| Oct - Nov Statement | \$0.00 | \$0.00 | \$173.11 | \$173.11 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$162.20 | \$173.11 | \$335.31 | \$66.15 |
| 2019 Budget | -----\$1,257.50----- | | | | |

Toner

\$118.03

Municipal World Subscription

\$55.08

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Claude McIntosh

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|-------------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$0.00 | \$285.00 | \$63.08 | \$348.08 | \$55.97 |
| Oct - Nov Statement | \$0.00 | \$45.00 | \$55.08 | \$100.08 | \$0.00 |
| Total Expenses to Date | \$0.00 | \$330.00 | \$118.16 | \$448.16 | \$55.97 |
| 2019 Budget | -----\$1,257.50----- | | | | |
| Fleece - Senior Men's Curling | | \$45.00 | | | |
| Municipal World Subscription | | | \$55.08 | | |

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of October 1 to November 30, 2019

Councillor Justin Towndale

| | Corporate <u>Travel</u> | Public <u>Relations</u> | <u>Miscellaneous</u> | <u>Total Expenses</u> | <u>Souvenirs</u> |
|------------------------------|---------------------------------|----------------------------|----------------------|-----------------------|------------------|
| Previous Expenses | \$42.32 | \$255.13 | \$0.00 | \$297.45 | \$10.18 |
| Oct - Nov Statement | \$0.00 | \$45.00 | \$55.08 | \$100.08 | \$0.00 |
| Total Expenses to Date | \$42.32 | \$300.13 | \$55.08 | \$397.53 | \$10.18 |
| 2019 Budget | -----\$1,257.50----- | | | | |
| Ticket for Warden's Banquet | | \$45.00 | | | |
| Municipal World Subscription | | | \$55.08 | | |

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-249-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: January 13, 2020
Subject: Electoral System Review Public Consultation

Purpose

To provide Council with a Public Consultation Plan and estimated cost to conduct public engagement for an Electoral System Review.

Recommendation

That Council receive Report 2020-249-Corporate Services.

Financial Implications

The following costs will be absorbed by the Clerk's Division budget.

| | |
|--|-----------------|
| Postage | \$2,670 |
| Cornwall Chamber of Commerce's Spring Home & Leisure Show | \$200 |
| Rental Space at Cornwall Square | \$300 |
| Advertising in the Cornwall Standard Freeholder x 3 and Cornwall Seaway News x 3 | \$4,500 |
| Facebook Ad x 14 days | \$1,400 |
| Printing | \$1,200 |
| Poster Boards | \$300 |
| Total Cost | \$10,570 |

Strategic Priority Implications

The City of Cornwall is recognized as a welcoming and healthy community with a strong municipal government providing effective services and infrastructure. The conduct of a public engagement enforces Cornwall's Vision by giving its residents the opportunity to have their say on what that municipal government looks like.

Background / Discussion

On November 25, 2019, Council directed Administration to engage in public consultation on introducing wards and changing Council size and to prepare a report on costing and timelines of the consultation.

We are proposing that the City of Cornwall's consultation regarding the Electoral System Review be open for a period of six weeks (from April 1, 2020, to May 15, 2020) and that it be made available to the public in the following ways:

- Online: the survey will be hosted on www.surveymonkey.com and shared on www.Cornwall.ca, Facebook, Twitter, and Instagram. (A copy of the sample Survey is attached to this Report.)
- In local newspapers: the complete survey will be advertised in local newspapers for residents to complete and return to City Hall.
- By mail: 2,000 printed surveys will be mailed to randomized City of Cornwall addresses. Pre-paid return envelopes will be included.
- In print: printed surveys will be placed in City facilities and community spaces, including the Cornwall Public Library, City Hall, Benson Centre, Civic Complex, and Centre Charles-Émile Claude.
- In-person: in addition to an open house engagement session and a table at the Cornwall Square, residents will also be able to participate through "dotmocracy" boards at the City of Cornwall's booth at the Cornwall Chamber of Commerce's Spring Home & Leisure Show.

We are targeting a total of 2,500 which represents approximately 20% of the 12,488 registered voters who cast their ballots in the 2018 municipal election.

The compiled results of the survey and of the public engagement sessions will be presented to Council by Report at a Regular Council Meeting in the summer of 2020.

Accessibility Impact

Our Survey and Public Engagement Events will be promoted using a variety of formats, in print, by email, online as well as telephone and social media. The Survey has been created using plain language.

Website

The City's website makes information accessible and available to people who have vision loss, learning disabilities or difficulty getting to public meetings.

Venues

The Cornwall Square, City Hall and the Cornwall Civic Complex are accessible to people with disabilities, having elevators and accessible washrooms. Both the Cornwall Square and the Cornwall Civic Complex have several accessible parking spots. All metered parking spots on City Streets are free for those displaying their accessible parking permits.

| | |
|----------------------|--|
| Document Title: | Electoral System Review Public Consultation - 2020-249-Corporate Services.docx |
| Attachments: | - Electoral System Review.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Manon L. Levesque - Jan 7, 2020 - 6:53 PM

Geoffrey Clarke - Jan 8, 2020 - 5:09 PM

Maureen Adams - Jan 8, 2020 - 8:39 PM

Electoral System Review

City of Cornwall Council has requested that administration consult with the public about the size of council, and whether councillors should be elected through the ward system.

* 1. Only eligible voters in the City of Cornwall may participate in this survey. You are an eligible voter if you:

- are a Canadian citizen
- are 18 years of age or older
- are a resident of the City of Cornwall, an owner or tenant of land in the City of Cornwall, or the spouse of an owner or tenant

☐ I am an eligible voter

☐ I am not an eligible voter

* 2. How many councillors, not counting the mayor, should sit on council? Currently there are 10 councillors.

☐ 10

☐ 8

☐ 6

* 3. Are you in favour of a ward system?

Currently, councillors are elected at-large. They are elected to represent all of Cornwall. Residents may vote for up to 10 councillors.

A ward system creates electoral districts in the City, represented by a specific number of councillors. Residents may only vote for the representative in their ward.

☐ I am in favour of a ward system

☐ I am not in favour of a ward system

4. If you have any questions or comments about the composition of Cornwall City Council, please note them here. If you would like a response, please include your email address or phone number. Your personal information will not be used in conjunction with your answers to this survey.

What happens next?

Consultations end, and this survey closes, on June 15, 2020. Once administration has compiled survey results, they will be presented in a report to City Council. Council will then make a decision.

To view council meeting agendas and minutes, [please click here.](#)

To learn about in-person engagement opportunities about council composition, [please click here.](#)

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Social and Housing Services
Division: Child Care
Report Number: 2020-204-Social and Housing Services
Prepared By: Kristine Greaves, Child Care Supervisor
Meeting Date: January 13, 2020
Subject: Child Care Division Business Practice Guidelines for 2020

Purpose

To seek Council approval for the annual update to the Child Care Division Business Practice Guidelines for Child Care Service Operators to apply for and access special purpose funding.

Recommendation

That Council approve the 2020 Child Care Division Business Practice Guidelines for the distribution of Special Purpose, General Operating and Fee Subsidy Funding to Operators that have a service contract with the City of Cornwall as outlined in the background discussion of Report 2020-204-Social and Housing Services.

Financial Implications

The City of Cornwall Child Care Division will continue to receive funding in 100% provincial funds. The funds distributed to the Operators for Special Purpose, General Operating Grants and Fee Subsidy are taken from these 100% provincial funds. As the designated System Service Manager, the City flows these funds to the Child Care Service Operators. As in past years, there is no cost to the City or to the United Counties of SDG.

Strategic Priority Implications

Special Purpose funds are intended to support Child Care Operators with minor renovations, repairs and maintenance costs, play equipment and capacity building to support compliance with licensing requirements. Fee Subsidy funds support parents in obtaining affordable child care while attending work or school. General Operating funds support Child Care Operators with operating expenses thereby supporting affordable access for families to licensed child care centres and meeting Council's sustainability of programs and services priority.

Background / Discussion

As a result of the funds provided under the Province's funding formula and framework for special purpose allocations intended to support expense categories such as Repairs and Maintenance, Capacity Building, Play-Based Materials and Business transformation, the Child Care Division developed Business Practice Guidelines based on the Ministry's *Ontario Child Care Service Management and Funding Guidelines* as well as the Division's understanding of the current child care system.

The original guidelines were approved by Council at the June 24, 2013 Council meeting and revisions have been approved annually. The last update was approved at the January 28, 2019 Council meeting. Operators continue to submit requests for funds using these guidelines.

The Business Practice Guidelines and procedures were developed to support the process of applying for the various expense categories. These guidelines are reviewed by the Child Care Division on an annual basis and revisions are recommended based on the needs of the current child care system. Revisions for 2020 that are most noteworthy include:

- I. The addition of Fee Subsidy information to ensure that all Child Care Supervisors have access to current information as communicated through the annual service contracts to the respective Child Care Operator Head Offices;
- II. Ensuring the guidelines reflect current programs offered as well as the current provincial funding requirements.

These recommendations are made in response to the realities of the current local child care system.

Accessibility Impact

The provision of licensed child care programs enhances the access for families and children with special needs to quality child care programs.

| | |
|----------------------|---|
| Document Title: | Child Care Division Business Practice Guidelines for 2020 - 2020-204-Social and Housing Services.docx |
| Attachments: | - 2020 Business Practice Guidelines updated Jan 2020.doc |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Stacey Ferguson - Jan 6, 2020 - 4:15 PM

Tracey Bailey - Jan 6, 2020 - 7:11 PM

Maureen Adams - Jan 7, 2020 - 9:25 AM



City of Cornwall Child Care Division

Child Care Business Practice Guideline 2020

For Child Care Service Operators

January 2020

Child Care Fee Subsidy

Overview

The Child Care Fee Subsidy program helps eligible families pay for the cost of licensed child care for children up to the age of 12 years. Child Care fee subsidy is an essential support for many families, helping them balance the demands of work and family while actively participating in the workforce or pursuing education or training.

To be eligible for child care fee subsidy, parents or legal guardians must be working, attending school or training, or be in receipt of Ontario Works (OW) or Ontario Disability Support Program (ODSP) benefits while participating in an approved activity. Child care fee subsidy may also be provided, at the discretion of the Child Care Division staff, if the child has a recognized special or social need.

The amount of child care fee subsidy, if any, is determined using the Ministry mandated income test on the Ontario Child Care Management System (OCCMS). Eligible hours of child care are based on the parent's hours of work or school.

Fee subsidy for special needs and social referrals are given on a temporary part-time basis and are prioritized for children who are eligible for school in the upcoming school year.

Parents are also required to provide documentation as per Ministry guidelines and local policy in order to qualify for child care fee subsidy. Once a parent/guardian is deemed eligible to subsidized care for his/her child or children, he/she must continue to meet eligibility criteria to remain eligible for subsidy.

In order to receive Child Care Fee Subsidy, families will choose a Child Care Program within the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry that has available space and with a Program that has an existing "Purchase of Service Agreement" with the Corporation.

Child Care Division Responsibilities

Child Care fee subsidy will be paid to the Child Care Service Operator as per the operator's posted daily rates. Daily rates are paid based on the program which the child attends and not the child's age (e.g. if a toddler (22 months) is in a preschool program, the rate would be paid at the preschool rate). The foregoing fees will be supplemented by an amount of \$5.00 per hour for the provision of

non-traditional hour services on a weekend, during evening hours or overnight (Before 6:30 a.m. & after 6:00 p.m.).

The subsidy is provided to licensed child care programs on behalf of eligible families.

When a family is deemed eligible for child care fee subsidy, the Child Care Program will be notified and advised of the start date, the approved child care code, the approved schedule for attendance at the centre including the days and hours approved for care, and the parental contribution.

If a family is determined by the City of Cornwall Child Care Division staff to have “available income” to contribute towards the costs of the Child Care, the Child Care Program is responsible for the collection of this amount from the family.

In the event that the family is determined by the CMSM to have “available income” to contribute towards the cost of the child care, the CMSM will advise the centre of the amount owing from the family. Centres are not permitted to charge families more than the parent contribution as communicated by the City of Cornwall Child Care Division staff.

The Child Care Division conducts ongoing reviews with families to verify continued eligibility and will inform the Child Care Program of any relevant changes to subsidy or forthcoming withdrawals.

Child Care Operator Responsibilities

Child Care Service Operators are required to report attendance on a monthly basis. Authorized individuals within the Child Care Program must verify the actual days/times of attendance, as per the approved schedule, at the applicable child care program. This must be completed and submitted to the Corporation on or before the 3rd business day of the month each month to enable payment to the Child Care Program.

Any and all child care fees that are incurred by a family, when determined ineligible for child care fee subsidy will be the sole responsibility of the family and collection thereof will be the sole responsibility of the Child Care Program.

Where the Child Care Division is aware of a forthcoming termination of subsidy for a child, a notice of no less than ten (10) business days will be given to the Child Care Program.

The Child Care Program has the responsibility to monitor absenteeism and to ensure it does not exceed five (5) weeks per calendar year per child with subsidized care. Absenteeism includes sick days, vacation days, unexplained absent days and any days where the child is absent for any reasons and the Child Care Program receives payment by Child Care Services. Unused allowed absences will follow the child from program to program and/or from service to service within the same calendar year only. Unusual circumstances may be addressed through the Division Supervisor on a case by case basis.

Termination and Withdrawal from a Program

Ten (10) consecutive days of absence without notice to the child care provider is considered to be “withdrawal without notice”. The child care program shall notify child care services immediately of ten (10) consecutive days of absence.

Where a child, whose child care fees are subsidized, is withdrawn by the parent/guardian without a notice of no less than five (5) business days, the Child Care Program may receive payment equivalent to no more than five days of care from Child Care Services, unless the resulting vacancy is filled within those five (5) days.

Where the Child Care Program is aware that a child, whose care is subsidized, will be withdrawn, the Child Care Program shall notify the Child Care Division immediately.

Child Care Division staff will inform the child care operator in a timely manner of termination dates should a family no longer need and/or qualify for child care fee subsidy.

Special Purpose Funding

Service Objectives

Special purpose funding has been made available with the intent of supporting licensed child care programs. Special purpose funding is targeted towards items and/or required services that are necessary to ensure the health and safety of the children in child care programs (Repairs and Maintenance), to support professional development opportunities that build the capacity of licensed child care operators (Capacity Building), to cover one-time costs for non-profit child care operators that are involved in business transformation activities and/or require business transformation supports (Transformation Funding) and to help child care operators to create enriching environments that are developmentally appropriate and promote children's exploration and learning through play (Play Based Material and Equipment Expense).

Special Purpose funds will be distributed in accordance to the following 2 factors:

1. To operators that have a current service contract with the City of Cornwall.
2. To non-profit operators expanding their licensed capacity for approved Consolidated Municipal Service Manager (CMSM)/School Board projects under the Ministry of Education's Schools First Child Care Capital Retrofit Policy (SFCCCRP).

Purposes, Goals and Objectives

The following 5 points identify the purposes, goals and objectives of these guidelines and of each of the methods of procurement are to encourage open competition among suppliers

1. to maximize savings for taxpayers
2. to ensure service and product delivery, quality, efficiency and effectiveness
3. to ensure fairness among bidders
4. to ensure openness, accountability and transparency
5. to obtain the best value for the use of public funds when procuring goods and services

The key goals of the procurement process that the City of Cornwall is committed to achieve in order to maintain the integrity of the process and protect the

interests of the Corporation and the public are to ensure the best possible quality of goods and services at the best possible cost, accountability, fairness, objectivity, efficiency, effectiveness and transparency.

Conflict of Interest

It is important for the public that non-profit and for-profit operators accessing Ministry of Education funds distributed by the City of Cornwall are being well managed. Situations occur where a person or business interest dealing with a child care operation has a conflict of interest that could damage public confidence in our child care programs. The following definition shall be used when determining if there is a conflict of interest.

Conflict of interest is a situation where the other personal or business interests of a party are in conflict with the best interests of the child care operation. A conflict of interest may occur under the following 2 circumstances:

- 1. a direct or indirect personal gain or benefit is given or received by a party, or a family member of a party, or*
- 2. a direct or indirect advantage or privilege is given to or received by a party, or a family member of a party*

The Child Care Operator must closely monitor its relationships, arrangements, contracts and agreements and not engage in any that may result in a conflict of interest.

Non-profit and for-profit operators must advise the Child Care Division immediately should a conflict of interest arise.

Restrictions

No contract for goods or services may be divided into two or more parts to avoid the application of the provisions of these guidelines.

Operators may not pay with/or use any dividend or benefit card for personal gain (e.g. Air Miles, points).

Application Process

Please refer to the following 3 components regarding the application process:

1. Applications will be accepted from child care operators that have a current service contract with the City of Cornwall and from non-profit operators expanding their licensed capacity for approved CMSM/School Board projects under the Ministry of Education's Schools First Child Care Capital Retrofit Policy (SFCCCRP).
2. Application forms can be obtained on the City of Cornwall website by visiting the following link:
<https://www.cornwall.ca/en/live-here/Resources-for-child-care-operators.aspx>
3. Applicants will complete the appropriate application form(s) and mail their application(s) along with the applicable supporting documents to:
City of Cornwall, Child Care Division
P.O. Box 877
340 Pitt Street
Cornwall, Ontario K6H 5T9

Please refer to the following 6 points of clarification regarding the application process.

1. Applicants will be notified via e-mail once their application has been received.
2. Approved applications will receive confirmation of a funding allocation via e-mail.
3. All completed projects require invoices marked paid in full to be submitted to the City of Cornwall along with proof of payment. If an operator submits copies of invoices, they are required to keep on file the original invoices for a period of no less than 7 years.
4. No further applications will be processed until the original invoices and other required documentation are received, as per municipal discretion.
5. Payment will be processed once invoices or approved lowest quotes are received and verified.
6. Payments will be issued by direct deposit.

The Special Purpose (Repairs and Maintenance, Capacity Building, Transformation Funding and Play Based Material and Equipment) funding is subject to the following 5 conditions:

1. All applications for Special Purpose funding must be submitted on the designated forms provided by the City of Cornwall.
2. All requested items/services that are in excess of \$1,000.00 (before taxes) must be supported by a minimum of three (3) separate written, competitive quotes prior to the purchase of the item/service. All quotes must be for comparable items/services and must be detailed, including all products/services that will be provided. All quotes must be submitted to the City of Cornwall on the Quotation Summary Form. If the operator chooses to accept a quote that is not the lowest quote submitted, an explanation and request for approval must be submitted to the City of Cornwall prior to the purchase. Funding may be restricted to the totality of the lowest quote.
3. Special Purpose items/services that are approved may not be substituted unless prior approval has been requested and granted through the City of Cornwall.
4. If there are any remaining funds after the purchase of items/services, this amount must be immediately reported to the City of Cornwall for reimbursement.
5. The operator will be responsible for the difference of any cost that exceeds the approved Special Purpose items/services allocation.

Program/Project Reports

The Operator will be required to enter into an agreement as provided by the City with respect to the acquisition and disposal of items purchased with Special Purpose Funding.

Note: Applications for Special Purpose funding is subject to change based on demand and Ministry of Education funding allocation.

Special Purpose Funding Guidelines

Repairs and Maintenance

Repairs and Maintenance funding is intended to assist both non-profit and for-profit licensed Operators who are not, or may be at risk of not being, in compliance with licensing requirements under the *Child Care and Early Years Act, 2014*. Priority will be given to fund programs that serve children age birth to 3.8 years.

Common areas of repairs and maintenance concerns include:

| Food Preparation | Washrooms |
|--|---|
| Repair or replacement of the following 3 items: <ol style="list-style-type: none"> 1. Hand washing sink in the kitchen 2. Dishwasher or hot water booster 3. Major appliances | Repair or replacement of the following 4 items: <ol style="list-style-type: none"> 1. Fixtures 2. Partitions 3. Flooring material 4. Change table |
| Major Systems | Play Area |
| Repair or replacement of the following 9 items: <ol style="list-style-type: none"> 1. Leaking roof 2. Building foundation 3. Heating/cooling system 4. Sump pump 5. Emergency lighting 6. Accessibility 7. Windows or doors 8. Asbestos removal or encapsulation 9. Wiring upgrades | Repair or replacement of the following 7 items: <ol style="list-style-type: none"> 1. Damaged walls/peeling paint that may contain lead 2. Windows 3. Damaged/worn flooring material or ceiling 4. Damaged/worn outdoor safety surfacing 5. Fencing 6. Drinking water system 7. Heating system |
| Code Compliance (See the following 3 Codes) <ol style="list-style-type: none"> 1. Ontario Fire Code orders/recommendations 2. Ontario Building Code orders/recommendations 3. Public Health Code orders/recommendations | |

Applications for Repairs and Maintenance will not be approved for requests that are covered by the Operator's Lease Agreement with their Landlord.

Licensed child care operators holding a service contract with the City are eligible to apply for repairs and maintenance funding.

Application Process for Repairs and Maintenance Funding

Applications will be accepted from child care operators that have a current service contract with the City of Cornwall, Child Care Division.

Applicants will complete the form attached and mail their application along with applicable supporting documents to: Department of Social and Housing Services, Child Care Division, P.O. Box 877, Cornwall, Ontario K6H 5T9.

In the event of multiple Repairs and Maintenance projects at one location, operators must complete one application form for each project.

Please refer to the following 14 points of clarification regarding the application process:

1. All applications must be received annually by July 15th. In the event of extenuating circumstances, the City of Cornwall may consider applications after this date.
2. Applications will only be considered for operators with a current lease with 12 months or more remaining at application date
3. Applications for large projects such as those listed in the “Major Systems” category above will not be considered for operators who do not have long-term lease agreements of 10 (ten) or more years.
4. Note that funding in excess of \$1,000.00 (before taxes) must have three (3) separate, written, competitive quotes attached to application. All quotes must be submitted to the City of Cornwall on the Quotation Summary Form.
5. Approved applications will receive confirmation of a funding allocation.
6. 100% of payment will be processed by direct deposit once application is approved.
7. All completed projects require original invoices marked paid and a copy of a cancelled cheque or proof of payment.
8. Operators will not sell, change the use or otherwise dispose of child care resources obtained through Repairs and Maintenance funds without the prior written consent of the Corporation, which may be given subject to such condition as the Corporation deems advisable. In the event that the Operator should no longer require the

- resources or should close their doors, the resources will remain the property of the Corporation and be returned to the Corporation.
9. Funding over \$20,000 is subject to City Council approval.
 10. Estimates and costs requested from the City must exclude HST rebates, energy efficient rebates, discounts, etc.
 11. Operators may not pay with/or use any dividend or benefit card for personal gain (e.g. Air Miles, points).
 12. Any Repairs and Maintenance Funding allocations must be spent by the operator by December 31st of each calendar year.
 13. If there are any remaining funds after the purchase of items/services, this amount must be immediately reported to the City of Cornwall for reimbursement.
 14. The operator will be responsible for the difference of any cost that exceeds the approved Special Purpose items/services allocation.
 15. The City of Cornwall may conduct site visits to confirm that funding was used for the approved purpose(s).

Please refer to Appendix A at the end of this document for the application form.

Application forms can be obtained on the City of Cornwall website by visiting the following link:

<https://www.cornwall.ca/en/live-here/Resources-for-child-care-operators.aspx>

Capacity Building

Capacity Building funding is intended to support professional development opportunities that build the capacity of both non-profit and for-profit licensed child care operators, supervisors, program staff/caregivers, special needs resource teachers and non-profit volunteer board members to support the provision of high quality programs for children ages 0 to 12. High quality child care programs recognize that each child is competent, curious, and rich in potential, and emphasize positive relationships and reflective practices as critical to children's learning.

Capacity Building events hosted by the City of Cornwall Child Care Division and other local events within the City of Cornwall or the Counties of S.D. & G. will be prioritized for this funding stream. For Capacity Building events hosted by the Child Care Division, it is an expectation that 72 hours notice will be provided for

any staff cancellations of attendance. Applications for Capacity Building funds will be prioritized based on need and available funds.

Capacity Building funds will also be prioritized to support front-line workers to attend professional development opportunities. Front-line staff are defined as staff who are counted in the daily staff-child ratios. Supervisors, cooks, custodial staff, and other administrative staff are not considered to be front-line staff. Funding for non-frontline staff will be approved only for professional development opportunities that directly support their role and/or at the discretion of the Child Care Division Supervisor.

Allowable expenses may include the following 7 components:

1. Professional development opportunities that align with CCEYA regulations and Ministry policy (e.g. mentoring/coaching, workshops) offered in Ontario.
2. Program-related professional development that align with the *How Does Learning Happen Ontario's Pedagogy for the Early Years* and promote reflective practice.
3. Professional development opportunities related to the health, safety and well-being of children (e.g. nutrition, first aid, environmental health, communicable diseases, etc.).
4. Release time (if supply staff is required), overtime and associated payroll expenses to support staff in participating in professional development. In the event of release time, names of supply staff must be provided.
5. Travel costs to support attendance at professional development opportunities. The most cost-effective method of travel will be approved.
6. Meals. The cost of meals including gratuities will be reimbursed with proof of itemized receipt. Alcoholic beverages will not be covered. For meals not supported by itemized receipt, there will be no reimbursement. The maximum that will be paid per meal is as follows; Breakfast - \$10.00, Lunch - \$20.00 and Dinner - \$30.00, please note if any meals are included with the registration costs the applicable meal cost is to be deducted from the meal reimbursement maximum.
7. Accommodations. Only eligible for reimbursement for those traveling in excess of 100 KM one way from their home address to the location of the capacity building event with itemized receipt and we will only cover the cost of the preferred rate for the event.

Application Process for Capacity Building Funding

Applications will be accepted from child care operators that have a current service contract with the City of Cornwall, Child Care Division. The application cycle for this funding will be continuous and ongoing to allow us to respond to the child care community needs as they arise. Applications will be accepted throughout the year with an expectation that applications are submitted within 45 days of the professional development opportunity. All applications must be received annually by November 30th. In the event of extenuating circumstances, the City of Cornwall may consider applications after this date.

Applicants will complete the form attached and mail their application along with applicable supporting documents to: Department of Social and Housing Services, Child Care Division, P.O. Box 877, Cornwall, Ontario K6H 5T9.

In the event of multiple Capacity Building requests at one location, operators must complete one application form for each request.

Please refer to the following 7 point of clarification regarding the application process:

1. Training costs require invoices marked "Paid" and a copy of a cancelled cheque or proof of payment.
2. Approved applications will receive confirmation of a funding allocation via email.
3. 100% of payment will be processed by direct deposit once application is approved. **Please see note #2.*
4. Estimates and costs requested from the City must exclude HST rebates, energy efficient rebates, discounts, etc.
5. Operators may not pay with or use any dividend or benefit card for personal gain (e.g. Air Miles, points).
6. Any Capacity Building Funding allocations must be spent by the Operator by December 31st of each calendar year.
7. If there are any remaining funds after the purchase of items or services, this amount must be immediately reported to the City of Cornwall for reimbursement.
8. The operator will be responsible for the difference of any cost that exceeds the approved Special Purpose items or services allocation.

Note #1: This application does not guarantee a funding allocation for proposed projects. Any financial or contractual agreement the Operator undertakes is at

their own risk and the City takes no responsibility for any financial investments the Operator makes prior to entering into a contractual agreement.

Note #2: In the case of an application for the upgrading of skills, knowledge and qualifications, applications will be approved upon proof of successful completion of the course. A copy of an official transcript must be provided to our office before payment can be issued. Standard First Aid and CPR renewals will be paid after the current 3-year certificate expires. Please note there will be no reimbursement for the cost to obtain an ECE Diploma. The Early Childhood Educators Qualification Upgrade Program Grant is available. For more information please visit www.ecegrants.on.ca

Note #3: In the case of professional development activities occurring during regular operational hours, Operators can apply for reimbursement of costs incurred for supply staff.

Please refer to Appendix B at the end of this document for the application form.

Application forms can be obtained on the City of Cornwall website by visiting the following link:

<https://www.cornwall.ca/en/live-here/Resources-for-child-care-operators.aspx>

Transformation Funding

Transformation funding is intended to cover one-time costs for non-profit child care operators that are involved in business transformation activities and/or require business transformation supports. Applications may be approved only if the project aligns with the Schools-First Child Care Capital Retrofit policy and provincial investment for construction of new child care spaces in schools wherever possible.

Business transformation activities are defined as, but not limited to the following 3 points:

- a. The amalgamation of two or more centres in a school or community setting.
- b. The relocation of a child care centre to a school or within the community.
- c. The retrofitting of an existing child care centre to serve younger age groups.

Business transformation supports include the following 7 one-time expenses:

- a. Legal costs (available only to operators that are amalgamating).
- b. Lease termination costs (available only to operators that are amalgamating and/or relocating).
- c. Moving costs (available only to operators that are amalgamating and/or relocating).
- d. Business planning costs.
- e. IT upgrades to facilitate internet connectivity for business purposes.
- f. Play-based material and equipment
- g. Operating funding.

Application Process for Transformation Funding

Please refer to the following 6 points of clarification regarding the application process:

- 1. Estimates and costs requested from the City of Cornwall must exclude HST rebates, energy efficient rebates, discounts, etc.
- 2. All requested items/services that are in excess of \$1,000.00 (before taxes) must be supported by a minimum of three (3) separate written, competitive quotes prior to the purchase of the item/service. All quotes must be submitted to the City of Cornwall. If the operator chooses to accept a quote that is not the lowest quote submitted, an explanation and request for approval must be submitted to the City of Cornwall, prior to purchase. Funding may be restricted to the totality of the lowest quote.
- 3. Operators may not pay with/or use any dividend or benefit card for personal gain (e.g. Air Miles, points).
- 4. Any Transformation Funding allocations must be spent by the Operator by December 31st of each calendar year.
- 5. If there are any remaining funds after the purchase of items/services, this amount must be immediately reported to the City of Cornwall for reimbursement.
- 6. The operator will be responsible for the difference of any cost that exceeds the approved Special Purpose items/services allocation.

Please refer to Appendix C at the end of this document for the application form.

Application forms can be obtained on the City of Cornwall website by visiting the following link:

<https://www.cornwall.ca/en/live-here/Resources-for-child-care-operators.aspx>

Play Based Material and Equipment Funding

Play Based Material and Equipment funding is intended to help both non-profit and for profit child care operators to create enriching environments that are developmentally appropriate and promote children's learning through exploration, play and inquiry consistent with the views, foundations and approaches of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*.

Play Based Material and Equipment Funding may also be used to purchase non-consumable supplies/equipment that supports the regular operation of the child care program (e.g. kitchen supplies, IT, etc.).

Eligibility

Licensed child care operators with a service contract are eligible to receive play-based material and equipment funding; however funding will be prioritized for applications that result from a recommendation made by the Ministry of Education and/or the City of Cornwall Child Care Division's quality assurance staff. Applications will be further prioritized for operators who can demonstrate that the funding will be used to support children's active exploration and learning through play, thus supporting *How Does Learning Happen? Ontario's Pedagogy for the Early Years*.

Application Process

Applications will be accepted from child care operators that have a current service contract with the City of Cornwall, Child Care Division. Applicants will complete the forms attached and mail/fax their request along with applicable supporting documents to: Department of Social and Housing Services, Child Care Division, P.O. Box 877, Cornwall, Ontario K6H 5T9

Please refer to the following 10 points of clarification regarding the application process:

1. All requested items/services that total or are in excess of \$1,000.00 (before taxes) must be supported by a minimum of three (3) separate written, competitive quotes prior to the purchase of the item or service. All quotes must be submitted to the City of Cornwall on the Quotation Summary Form prior to purchase. If the operator chooses to accept a quote that is not the lowest quote submitted, an explanation and request for approval must be submitted to the City of Cornwall, prior to purchase. In the event where an opportunity to purchase items at a discounted rate has a

limited time frame, two (2) quotes can be obtained subsequent to the purchase. Funding may be restricted to the totality of the lowest quote.

2. All applications will be prioritized based on need and available funds and must be received annually by September 30th. In the event of extenuating circumstances, the City of Cornwall may consider applications after this date. Funding for new licensed spaces will only be issued for approved planned expansion (0 to 3.8 years).
3. Approved applications will receive confirmation of a funding allocation via e-mail.
4. Operators will not sell, change the use or otherwise dispose of child care resources obtained through Play Based Material and Equipment funds without the prior written consent of the Corporation, which may be given subject to such condition as the Corporation deems advisable. In the event that the Operator should no longer require the resources or should close their doors, the resources will remain the property of the Corporation and be returned to the Corporation.
5. 100% of payment will be processed by direct deposit once application is approved.
6. Estimates and costs requested from the City must exclude HST rebates, energy efficient rebates, discounts, etc.
7. Operators may not pay with/or use any dividend or benefit card for personal gain (e.g. Air Miles, points).
8. Any Play Based Material and Equipment Funding allocations must be spent by the Operator by December 31st of each calendar year.
9. If there are any remaining funds after the purchase of items/services, this amount must be immediately reported to the City of Cornwall for reimbursement.
10. The operator will be responsible for the difference of any cost that exceeds the approved Special Purpose items/services allocation.

Note: This application does not guarantee a funding allocation for proposed projects. Any financial or contractual agreement the Operator undertakes is at their own risk and the City takes no responsibility for any financial investments the Operator makes prior to entering into a funding agreement with the City.

Please refer to Appendix D at the end of this document for the application form.

Application forms can be obtained on the City of Cornwall website by visiting the following link:

<https://www.cornwall.ca/en/live-here/Resources-for-child-care-operators.aspx>

General Operating Grant Funding

The purpose of the General Operating Grant funding is to support the costs of operating non-profit licensed child care programs in order to reduce wait times and fees for services, stabilize service levels, and where funds allow, improve access to high quality affordable early learning and child care services for children and families.

Priorities

The 5 following principles to inform operating funding priorities while balancing local needs will be used:

1. Stabilizing and transforming the existing child care system to enable higher-quality, consistent services;
2. Allocating funds equitably and with transparency;
3. Increasing convenience and reliability for parents;
4. Supporting programs that serve children with special needs, as well as Aboriginal and Francophone children;
5. Supporting, strengthening, and where funds allow, expanding the current proportion of child care programs operated by non-profit providers.

Key considerations that must be supported with general operating allocations include the following 3 factors:

1. Stabilizing child care fees;
2. Retaining qualified stable staffing and supporting quality programming;
3. Aligning with FDK implementation and supporting child care operators to expand programs for younger age groups according to the following 4 factors:
 - a. Mitigating higher operating costs for younger age groups (ages 0-3.8);
 - b. Supporting the implementation of the Schools-First Child Care Capital Retrofit policy (e.g. converting licensed child care spaces in schools for younger age groups);

- c. Prioritizing funding based on child care licensing history, financial history and viability of programs; and
- d. Capacity of programs to access funds through other means.

Eligibility Criteria

As per the Ministry of Education's philosophy and vision through the implementation of the School's First Child Care Capital Policy, the City of Cornwall recognizes and values the Ministry's goal of maximizing available school space for child care programs for children under four years of age. The City also recognizes and values the important role of non-profit child care operators in the provision of quality child care services for children and families. Providing ongoing support to this sector is a key factor of the general operating expense category. As a result, the City of Cornwall will allocate general operating funds solely to licensed non-profit programs.

As a result, general operating funds will be distributed as per the following 3 elements of the eligibility criteria:

1. To support existing non-profit licensed child care operators that have a current service contract with the City of Cornwall.
2. To non-profit operators expanding their licensed capacity for approved CMSM/School Board projects under the Ministry of Education's Schools First Child Care Capital Retrofit Policy (SFCCCRP).
3. To home child care providers that have a service contract with the City of Cornwall's Private Home Day Care Agency.

Child care operators are required to demonstrate to the City that they are able to meet their minimum wage and mandatory benefits requirements without operating funding in order to qualify for funding.

Child Care Service Operators must have prior written approval by the City of Cornwall Child Care Division in order to increase licensed capacity.

Implementation

Licensed, non-profit operators currently in the child care system and that have a service contract with the City will be eligible for assistance with general operating costs as per the completion of a municipal operating expense worksheet which calculates points per licensed capacity and incentive points for younger age groups. Expansion of current programs must be approved by the municipality and will only be considered for younger age groups (ages 0 to 3.8).

General Operating Grant will be based on the following 7 factors:

1. Licensed Capacity: The number of children per age group the centre is licensed for;
2. Staff: Child ratio requirements for each age group;
3. Incentive for rural programs;
4. Incentive for third party operated programs in schools;
5. Incentive for Francophone programs;
6. Incentive for programs that operate 24 hours a day;
7. For home child care providers, a point system based on number of hours of care and ages of the children served.

The General Operating Grant may be adapted and/or changed to reflect changes in Municipal and/or Provincial policy and legislation and/or significant changes in local system needs.

The City of Cornwall may distribute year end General Operating Grant surplus according to identified individual agency operating pressures.

Allowable Expenses

General operating funding may be used for ongoing costs, including staff wages and benefits, lease and occupancy costs, utilities, administration, transportation for children, resources, nutrition, supplies, and maintenance. Expenses must be at fair market value. General Operating funding can only be used to offset salary costs over and above the operator's regulatory requirements for minimum wage and mandatory benefits.

Wage enhancement funding may not be used to replace general operating funding provided to operators to support wages. Wage enhancement funding is to be provided in addition to existing staff wages, including general operating grants.

Inadmissible Expenses

The following 6 expenses are considered inadmissible:

1. Bonuses (including retiring bonuses), gifts and honoraria paid to staff are inadmissible expenses except for in the case that they are provided as a retroactive wage increase that will be maintained the following year;
2. Debt costs including principal and interest payments related to capital loans, mortgage financing, and operating loans;
3. Property taxes;

4. Non-arm's length transactions not transacted at fair market value.
5. Fees paid on behalf of staff for membership in professional organizations such as the College of Early Childhood Educators are inadmissible expenditures; and,
6. Any other expenditure not listed under the allowable expenses section.

Accountability

Please refer to the following 5 elements of the accountability criteria:

1. Child Care Service Operators, by means of a special purpose report, will reconcile the general operating funds against actual expenditures. The special purpose report requires a third-party review engagement to verify that the general operating grant has been used for the purpose intended (refer to the General Operating Grant Summary (GOG) spreadsheet provided by the City of Cornwall). Child Care Service Operators shall submit separate audited financial statements, within 4 months of their year end, where the funding is \$20,000 or greater.
2. Where appropriate and approved, eligible Child Care Service Operators will submit the City's New Program Incentive Calculation Form on a monthly basis.
3. Operators in receipt of General Operating Grant funding must immediately report the following 4 factors:
 - a. Decrease to licensed capacity;
 - b. Changes to licensed capacity;
 - c. Sale, transfer or potential closure of business operations; and
 - d. Other as deemed necessary for the calculation of a Direct Operating Grant.
4. The City of Cornwall reserves the right to adjust calculations mid-year based on changes to items identified in section 3.
5. The City of Cornwall reserves the right to calculate reimbursement of General Operating Grant funding in the event of a sale or closure of child care businesses without 60 days advance written notice as per signed City of Cornwall Service Agreement.

Appendix A

Repairs and Maintenance Funding Application

Section 1 – Application Information

| | |
|--------------------------|---------------------|
| Name of Operator | Site name |
| Site address | |
| Application submitted by | Contact information |
| Telephone | Email |

Project Details (Description of the Project)

Funding Allocation requested from the City of Cornwall \$ _____

Number of licensed spaces, by age group, supported with this application:

_____ Infants _____ Toddlers _____ Preschoolers
 _____ Kindergarten Aged Children _____ School-Aged Children

Required supporting documents – Check which of the following 4 applicable documents that are included with the application and **attach a copy**

- ☐ Written report / documentation from licensing, Fire, Health or Child Care Division is included, where applicable.
- ☐ Written estimates from contractor/supplier are included with this application where the project status is proposed or in progress.
- ☐ Funding in excess of \$1,000.00 (before taxes) must have three (3) separate, written, competitive quotes attached to the application. Funding in excess of \$20,000 (before taxes) must be approved by City Council.
- ☐ Original invoices are included with this application where the project has been completed within the calendar year of this application.

Repairs and Maintenance Funding Application

Section 2 – Eligibility Criteria

All applications will be assessed and considered based on the criteria and objectives outlined below:

Please check “Yes” or “No” to indicate compliance with the 6 items listed below:

| | |
|--|--|
| 1. Operator can demonstrate its non-profit status | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 2. Project goals are achievable within the calendar year. | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 3. Operator has a lease for this location which is current with 12 months or more remaining at application date; 10 years or more for projects listed in the “Major Systems” category. | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4. Operator has regular license at application date | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5. Operator has held a regular license for previous 12 month period | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6. Operator has completed and submitted required documentation for funded projects from previous years (if applicable) | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Please check the following 3 objectives below that apply to this request and provide a brief description of how this project meets these objectives:

☐ Project is required to ensure the program can meet the requirements of the *Child Care and Early Years Act, 2014*, Public Health, Fire Regulations, etc.

☐ Project addresses emerging health and safety needs, including improvement to physical environments for children.

☐ Investment responds to current service system pressures including accessibility, efficiencies and maintaining age or geographic equity.

Note: This application does not guarantee a funding allocation for proposed projects. Any financial or contractual agreement the Operator undertakes is at their own risk and the City takes no responsibility for any financial investments the Operator makes prior to entering into a funding agreement with the City.

Name of Signing Authority: _____

Signature of Signing Authority: _____

Date of Request: _____

Appendix B

Capacity Building Funding Group Application Form

Operator Name: _____ Site Name: _____

Training Date(s) and Details: _____

| Employee Name | \$/hr (**base wage) | # of hrs | Total | Travel Expenses (provide "Google Maps") | | Total | Total per Employee | Verified (Office Use Only) |
|--|-------------------------|----------|-------|--|------|-------|--------------------|----------------------------|
| | | | | # of kms | .40¢ | | | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| | \$ | | \$ | | .40¢ | \$ | \$ | |
| Total Staffing Costs | | | | | | \$ | \$ | |
| Training Costs (e.g. registration fee) | | | | | | \$ | \$ | |

**Base Wage = Employees hourly wage before any grants (GOG or WEG)

| | | | |
|---|----|----|--|
| Food Costs (provide receipts) | \$ | \$ | |
| Other Costs (provide details and receipts) | \$ | \$ | |
| Total Associated Payroll Expenses (provide details) | \$ | \$ | |
| Grand Total | \$ | \$ | |

How many FTEs (Front-Line Staff) does this application support? _____

How many FTE's (non-Front-Line Staff) does this application support? _____

** Number of FTE positions refers to the full time equivalents employed at least 35 hours per week and 52 weeks a year. Positions employed for less than 35 hours per week are prorated to determine the fraction of FTE. For example, a position is employed 10 months per year, 20 hours per week (standard work week is 35 hours) FTE equals $1 \times (10 \div 12) \times (20 \div 35) = .47$.*

Number of licensed spaces, by age group, supported with this application:

_____ Infants _____ Toddlers _____ Preschoolers
 _____ Kindergarten Aged Children _____ School-Aged Children

***Receipts required**

Proof of successful completion of a course, if applicable.

Applications must be submitted within 45 days of the professional development opportunity.

****Professional development occurring during an employee's regular work hours will be reimbursed for supply staff at the supply staff hourly rate.**

Prepared by: _____

Date of Request: _____

Appendix B-1

Capacity Building Funding Home Child Care Application Form

Provider Name: _____

Training Date(s) and Details: _____

| Total hours | \$ /hr | # of hrs | Total | Travel Expenses (provide "Google Maps") | | Total | Verified (Office Use Only) |
|---|---------|----------|-------|--|------|-------|----------------------------|
| | | | | # of kms | .40¢ | | |
| | \$14.00 | | \$ | | .40¢ | \$ | |
| | \$14.00 | | \$ | | .40¢ | \$ | |
| | \$14.00 | | \$ | | .40¢ | \$ | |
| | \$14.00 | | \$ | | .40¢ | \$ | |
| | \$14.00 | | \$ | | .40¢ | \$ | |
| *Training Costs (e.g. registration fee) | | | | | | \$ | |
| *Food Costs (provide receipts) | | | | | | \$ | |
| *Other Costs (provide details and receipts) | | | | | | \$ | |
| Grand Total | | | | | | \$ | |

*Receipts required

Proof of successful completion of a course, if applicable.

Signature: _____ Date of Request: _____

Appendix C

Transformation Funding Application Form

Name of Organization or Applicant: _____

Address: _____

Telephone: _____ Fax: _____

Contact Person: _____

Title: _____ Signature: _____

Telephone: _____ Fax: _____

Project Details: _____

Amount Requested: \$ _____

Number of licensed spaces, by age group, supported with this application:

_____ Infants _____ Toddlers _____ Preschoolers
_____ Kindergarten Aged Children _____ School-Aged Children

Signature of Signing Authority: _____ Date of Request: _____

Name of Signing Authority: _____

Note: This application does not guarantee a funding allocation for proposed projects. Any financial or contractual agreement the Operator undertakes is at their own risk and the City takes no responsibility for any financial investments the Operator makes prior to entering into a contractual agreement.

Appendix D

Play Based Material and Equipment Funding Application Form

Play Based Material and Equipment Funding is intended to help licensed child care centres and private home agencies to create enriching environments that are developmentally appropriate and promote children's learning through exploration, play and inquiry consistent with the views, foundations and approaches of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*.

Name of Organization or Applicant: _____

Address: _____

Telephone: _____ Fax: _____

Contact Person: _____

Title: _____ Signature: _____

Please indicate yes or no to the following 4 questions.

1. Is this a recommendation from your program advisor/EDU? ☐ Yes ☐ No
2. Is your program advisor/EDU aware of your application? ☐ Yes ☐ No
3. Is this application to support *How Does Learning Happen?* ☐ Yes ☐ No
4. Is this a recommendation from the City's Child Care Division? ☐ Yes ☐ No

If no, please indicate how the funding will be used to support children's active exploration and learning through play: _____

Number of licensed spaces, by age group, supported with this application:

_____ Infants _____ Toddlers _____ Preschoolers
_____ Kindergarten Aged Children _____ School-Aged Children

Amount Request: \$ _____

Note: This application does not guarantee a funding allocation for proposed projects. Any financial or contractual agreement the Operator undertakes is at their own risk and the City takes no responsibility for any financial investments the Operator makes prior to entering into a funding agreement with the City.

Signature of Signing Authority: _____ Date: _____

Play Based Toys and Equipment Funding Application: Quotation Summary

Name of Operator:

Prepared by:

Name of Site:

Date:

Vendor 1:

Vendor 2:

Vendor 3:

Application Number: SPF20-

| | | Vendor 1 | | Vendor 2 | | Vendor 3 | | |
|------------------|-----------|------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
| Item Description | Age Group | Qty | Price | Total price | Price | Total price | Price | Total price |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | | \$ - | | \$ - | | \$ - |
| | | | Merchandise Total | \$ - | Merchandise Total | \$ - | Merchandise Total | \$ - |
| | | Disc. (if appl.) | | \$ - | | \$ - | | \$ - |
| | | S&H | | \$ - | | \$ - | | \$ - |
| | | Subtotal | | \$ - | | \$ - | | \$ - |
| | | GST/HST | | \$ - | | \$ - | | \$ - |
| | | PST/QST | | \$ - | | \$ - | | \$ - |
| | | TOTAL | | \$ - | | \$ - | | \$ - |

Note 1: Where product is not available, please do not enter anything under 'Unit Price'.

Note 2: Funds will be approved based on totality of the lowest quote.

Note 3: If calculated amounts of GST/HST (cells D66, G66, & J66) are different than quoted tax amounts, please overwrite and adjust cells

Note 4: PST/QST amounts are hardcoded to \$0; if there are PST/QST charges, please overwrite and adjust cells

Alternate formats of the document are available upon request. Please contact Brigitte Harley at bharley@cornwall.ca or 613-933-6282 extension 3324 to request an alternate format.

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Social and Housing Services
Division: Child Care
Report Number: [Report Number]
Prepared By: Kristine Greaves, Child Care Supervisor
Meeting Date: January 13, 2020
Subject: Renewal of Service Agreements for early Years Programs for 2020

Purpose

That Council authorize the Mayor and Clerk to sign the Service Agreements for 2020 with all relevant Early Years' Service Providers, including EarlyON Child and Family Support Program Service Providers and the Special Needs Resource Service Provider.

Recommendation

That Council authorize the renewal and the signing of new Agreements with the Early Years' Service Providers, including two EarlyON Child and Family Support Program Service Providers and one Special Needs Resource Service Provider, for 2020. That Council approve the process for distributing the 2020 allocations to the EarlyON and Special Needs Resource Service Providers from the Child Care budget in accordance with the Child Care and Early Years Act, 2014.

Financial Implications

Funds to manage the Child Care System are provided by the Ministry of Education. The Child Care Division has received its allocation for 2020 and confirms there will be no increase to the municipal cost share requirement. The City of Cornwall Child Care Division will distribute special needs resourcing, and child and family support programming within the 2020 approved budget.

Strategic Priority Implications

Continuation of service agreements to deliver programs within the child care and early years system management including child and family support programs, and special needs resourcing is in alignment with the Council's strategic priorities related to quality of life and fiscal affordability.

Background / Discussion

The provincial government has designated the City of Cornwall as the Consolidated Municipal Service Manager (CMSM) for the early years system. The CMSM currently purchases services from 1 special needs resourcing agency, and 2 EarlyON child and family support program service providers. All early years' programs are offered throughout the City and the United Counties of S. D. & G. (refer to attached service agreement and appendices).

As the Service System Manager for the early years, we are responsible for the delivery of Special Needs Resourcing for which we currently purchase services from Community Living's Early Childhood Integration Support Services and the delivery of Child and Family Support Programs for which we currently purchase services from The Glengarry Inter-Agency Group and l'Equipe psycho-sociale (refer to attached service agreements and appendices).

The CMSM prepares and executes service agreements with the Service Providers on an annual basis as required and approved by Council. The service contracts are due for renewal for the period of January 1, 2020 to December 31, 2020.

Accessibility Impact

Provision of these programs enhances the access of families and children with special needs to quality child care and early years programs.

| | |
|----------------------|---|
| Document Title: | Renewal of Service Agreements for Early Years Programs for 2020 - 2020-205-Social and Housing Services.docx |
| Attachments: | <ul style="list-style-type: none"> - Service Contract for Child and Family Support Programs 2020.docx - EarlyON child and Family Centres A-7 for 2020.Equipe.doc - EarlyON child and Family Centres A-7 for 2020.GIAG.doc - Service Contract.ECICS 2020.docx - Special Needs Resourcing Schedule A-3.for 2020.CLSC.doc |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Stacey Ferguson - Jan 7, 2020 - 8:28 AM

Tracey Bailey - Jan 8, 2020 - 5:39 PM

Maureen Adams - Jan 8, 2020 - 8:44 PM

Service Contract

This contract made in duplicate

between

Corporation of the City of Cornwall ("Corporation")
- and -
(Name of the Child and Family Program Service Operator)
("Service Provider")

As the Corporation has the authority pursuant to the legislation indicated in the attached Service Description Schedule to enter into this contract in respect for the provision of social services for the benefit of children and families;

And as the Service Provider has agreed to provide services described in the attached Service Description Schedule for EarlyON Child and Family Centres;

Therefore the parties agree as follows:

Definitions

1. In this contract,
 - (a) "Corporation" means the Corporation of the City of Cornwall
 - (b) "Municipal Staff" means the staff of the Corporation authorized to exercise the rights and perform the duties of the Corporation under this contract.
 - (c) "Service Provider", means "Service Delivery Agent".

Program

2.
 - (a) The Service Provider agrees to provide services in accordance with the attached Service Description Schedule including the completion of quarterly statistical information to be received within 30 days following each quarter. Other reporting may include number of full-time equivalent staff and the completion of the Financial Statements for 2020.
 - (b) The Service Provider shall ensure that all staff are qualified by training (or experience) to perform the services set out herein and

that they meet all of the requirements established by legislation for that particular service.

- (c) The Service Provider agrees that all programs will be delivered adhering to appropriate legislation and/or quality assurance program, in particular, the terms of the *Child Care and Early Years Act, 2014 (CCEYA)*, and any other requirements as set out by the province of Ontario.
- (d) The Service Provider agrees that all programs will be delivered adhering to the policies and procedures as provided by the City of Cornwall Child Care Division.

Term

- 3. This contract will be in force from January 1, 2020 to December 31, 2020, unless it is superseded by a subsequent contract, or it is terminated in its entirety by either party by giving sixty (60) days written notice. In the event of termination, the Service Provider will refund forthwith to the Corporation any monies advanced by the Corporation and not expended in accordance with the approved budget.

Consideration

- 4.
 - (a) The Corporation will pay to the Service Provider, for admissible expenditures incurred pursuant to this contract, an amount as stipulated in the Schedule attached to this contract. The Corporation reserves the right to determine the amounts, times and manner of such payments.
 - (b) The parties agree that while this agreement is in force, the approved budget will be negotiated on or before the start of the applicable calendar year. In the event the budget is not renegotiated by the beginning of the new calendar year, payments will continue to be made in accordance with the approved budget for the immediately preceding fiscal year until such time as the budget is re-negotiated or this contract is terminated.
 - (c) It is agreed and understood that the Corporation may withhold payments if the Service Provider is in breach of its obligations under this contract.

Corporation Access and Consultation

5. (a) The Service Provider will permit Municipal staff to enter at reasonable times any premises used by the Service Provider in connection with the provision of services pursuant to this contract and under its control in order to observe and evaluate the services and inspect financial records relating to the services provided pursuant to this contract.
- (b) The Service Provider agrees that staff providing services pursuant to this contract, will, upon reasonable request, be available for consultation with Municipal staff.

Reports

6. (a) The Service Provider will maintain service records respecting each site where service is being provided. The Service Provider agrees to provide services in accordance with the attached Service Description Schedule including the completion of Quarterly Service Target Summary spreadsheets to be received within 30 days following each quarter along with a year-end report within 30 days of the calendar year end. The reports shall be in a form and substance acceptable to Municipal staff, and shall include program data such as statistics on target achievements and such other information as the Corporation requires.
- (b) The Service Provider will also prepare and submit to the Corporation, annually, or at any time upon reasonable request, a comprehensive report acceptable to Municipal staff respecting the services being provided.

Financial Records and Reports

7. (a) The Service Provider will maintain financial records and books of account respecting services provided pursuant to this contract for each site where service is being provided and will allow Municipal staff or such other persons appointed by the Corporation to inspect and audit such books and records at all reasonable times both during the term of this contract and subsequent to its expiration or termination.

- (b) The Service Provider will submit to the Corporation an audited financial statement and reconciliation report with respect to the services provided pursuant to this agreement within four (4) months of the end of the Service Provider's financial year end. The Service Provider will also prepare and submit at any time upon reasonable request, a financial report in such form and containing such information as the Corporation may require. If the above requested documentation is not received within the specified time frame, issuance of the next quarter(s) payment may be withheld.
- (c) The Service Provider will retain the records and books of account referred to in clauses 6(a) and 7(a) for a period of seven (7) years, as per the CCEYA requirements.
- (d) The Service Provider will prepare and submit at any time upon reasonable request, a financial report in such form and containing such information as the Corporation may require.
- (e) The Service Provider will adhere to any additional financial reporting requirement specified in the attached Service Description Schedule.
- (f) The Service Provider will comply with the Corporation's policies on the treatment of revenues and expenditures which will be issued from time to time.

Quality

8. The Service Provider and its employees will participate in Community of Practice sessions for the purpose of adopting and implementing "How Does Learning Happen? Ontario's Pedagogy for Early Years".

The Service Provider and its employees will also engage in continuous professional learning opportunities to keep informed of the latest research on adult education, child development, play and inquiry-based pedagogy, and other relevant topics.

The Service Provider will allow Municipal staff or such other persons appointed by the Corporation to access the premises to observe and/or recommend tasks related to meeting identified objectives for quality improvement. Proof of meeting recommended tasks must be provided upon request by Municipal staff.

Program Records

9. In the event the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the services provided for under this contract without the prior consent of the Corporation, which may be given subject to such conditions as the Corporation deems advisable.

Confidentiality

10. The Service Provider, its directors, officers, employees, agents and volunteers will hold confidential and will not disclose or release to any person other than Municipal staff at any time during or following the term of this contract, except where required or permitted by law, any information or document that tends to identify any individual in receipt of services without obtaining the written consent of the individual or the individual's parent or guardian prior to the release or disclosure of such information or document. Where the Service Provider is a municipality or such other Institution as defined in *the **Municipal Freedom of Information and Protection of Privacy Act***, the provisions of such **Act** with respect to disclosure or release of information apply.

Indemnification

11. The Service Provider will, both during and following the term of this contract, indemnify and save harmless the Corporation from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officer, employees, agents and volunteers in connection with services provided, purported to be provided or required to be provided by the Service Provider pursuant to this contract.

Insurance

12. The Service Provider will obtain and maintain in full force and effect during the term of the contract, general liability insurance acceptable to the Corporation in an amount of not less than two million (\$2,000,000.00) dollars per occurrence in respect of the services provided to this contract.

The insurance policy shall,

- (a) Include as an additional insured The Corporation of the City of Cornwall in respect of and during the provision of services by the

Service Provider pursuant to this contract;

- (b) Contain a cross-liability clause endorsement; and
- (c) Contain a clause including liability arising out of the contract or agreement

The Service Provider will submit proof of insurance to the Corporation, annually, within 30 days of the renewal date of the policy.

Termination

- 13. Either party may terminate this contract in whole or in part with respect to the provision of any particular services upon sixty (60) days notice to the other party. If the contract is terminated in part, all obligations with respect to the provision of all other services continue in full force and effect.

Freedom of Information

- 14. Any information collected by the Corporation pursuant to this contract is subject to the rights and safeguards provided for in *the **Freedom of Information and Protection of Privacy Act***.

Human Rights Code

- 15. It is a condition of this contract and of every contract entered into pursuant to the performance of this contract, that no right under section 5 of the *Human Rights Code* will be infringed. Breach of this condition is sufficient grounds for cancellation of this contract.

Disposition

- 16. The Service Provider will not sell, change the use or otherwise dispose of any items, furnishings or equipment purchased with the Corporation's funds pursuant to this contract without the prior written consent of the Corporation, which may be given subject to such condition as the Corporation deems advisable.

Amendments

- 17. This contract may be amended by substitution of the Schedule, duly signed by the parties to this contract.

Non – Assignment

18. The Service Provider will not assign this contract, or any part thereof, without the prior written approval of the Corporation, which approval may be withheld by the Corporation in its sole discretion or given subject to such conditions as the Corporation may impose.

Schedules

19. All the terms of the Schedules are incorporated into this contract except where they are inconsistent with this contract. This contract and the attached Schedule embody the entire contract and supersede any other understanding or contract, collateral, oral or otherwise, existing between the parties at the date of execution and relating to the subject matter of this contract.

Laws

20. The Service Provider agrees that the Service Provider its directors, officers, employees, agents, volunteers and other representatives, if any, shall at all times comply with any and all applicable federal, provincial and municipal laws, ordinances, statutes, rules, regulations and orders in respect of the performance of this contract.

Notice

21. Any notice required or desired to be given hereunder shall be delivered in person or sent by mail addressed as follows:

The Corporation of the City of Cornwall

Child Care Services Division
340 Pitt Street, P.O. Box 877
Cornwall, Ontario K6H 5T9

Attention: Division Supervisor, Child Care Service

In witness whereof this contract has been signed by an authorized Corporate official on behalf of the Corporation and the Service Provider by its proper signing officers.

Signed, sealed and delivered

On the _____ day of _____, 2020

On behalf of the Corporation
Bernadette Clement
Mayor

On behalf of the Corporation
Manon Levesque
City Clerk

Service Provider: (Name of Child and Family Support Program Service Provider)

Witness*

Service Provider

Position

(Seal)

Witness *

By: Signing Officer**

Position

* Witness required where the Service Provider is a sole proprietor or partner in a partnership. Not required when corporate seal is affixed.

** I have the authority to bind the corporation.

**The Corporation of the City of Cornwall
Service Contract**

Schedule “A-7”: EarlyON Child and Family Centres

Service Description Schedule

Organization Name: Équipe psycho-sociale
610 McConnell Ave. Cornwall, Ontario K6H 4M1

Legislation: *Child Care and Early Years Act, 2014 (CCEYA)*

Service Name: EarlyON Child and Family Centres

Service Objectives

- To provide high quality programs and services to support all children (aged 0 to 6 years), parents and caregivers in learning, growing and connecting – together;
 - To ensure parents and caregivers are provided with timely, relevant and up to date information about community and specialized services;
 - To maintain strong partnerships with community organizations;
 - To work with local service providers to collaborate and integrate services to meet community needs in an efficient and accessible way.
-

Service Description

The EarlyON Child and Family Centres will be child and family centred, welcoming, high quality, inclusive, integrated and community led.

EarlyON Service Providers will ensure the following key goals and objectives are met at each location where services are provided:

- Parents and caregivers have access to high quality services that support them in their role as their children’s first teachers, enhance their well-being, and enrich their knowledge about early learning and development;
- Children have access to play and inquiry-based learning opportunities and experience positive developmental health and well-being;
- Parents and caregivers have opportunities to strengthen their relationships with their children;

- Francophone children and their families have access to French language programs and gain enhanced knowledge about language and identity acquisition;
- Indigenous children and families have access to culturally responsive programming;
- Parents and caregivers are provided with timely, relevant and up-to-date information about community and specialized services;
- Local service providers collaborate and integrate services to meet community needs in an efficient and accessible way.

2. EarlyON Service Providers must provide consistent, high quality core services at no fee to participants. The mandatory core services include:

- **Supporting Early Learning and Development** through:
 - a) Drop-in programs and others programs and services that build responsive adult-child relationships and encourage children's exploration, play and inquiry, supported by *How Does Learning Happen? Ontario's Pedagogy for the Early Years*.
- **Engaging Parents and Caregivers** through:
 - a) Inviting conversations and information sharing about child development, parenting, nutrition, play and inquiry-based learning, and other topics that support their role;
 - b) Offering responsive pre- and postnatal support programs to enhance parent and caregiver well-being, enrich adult-child interactions and to support them in their role(s);
 - c) Providing targeted outreach opportunities designed for parents and caregivers who could benefit from Child and Family Centre programs and services but are not currently accessing services for a variety of reasons (e.g., newcomers to Ontario, teen parents, low-income families, etc.)
- **Making Connections for Families** through:
 - a) Responding to a parent/caregiver concern about their child's development through conversations and observations which can be supported by validated tools and resources (e.g., developmental surveillance, Nipissing District Developmental Screen (NDDS)). In some cases, this may result in supporting parents/caregivers to seek additional support from primary care or other regulated health professionals;
 - b) Sharing information and facilitating connections with specialized community services (such as children's rehabilitation services), coordinated service planning, public health, education, child care, and child welfare, as appropriate.
 - c) Ensuring Child and Family Centre staff have relationships with community partners and an in-depth knowledge of their community

resources to allow for simple transitions (warm hand-offs) for families who may benefit from access to specialized or other services.

d) Providing information about programs and services available for the whole family beyond the early years.

2. EarlyON Service Providers must prioritize funding to deliver mandatory core services that are responsive to local need. Funding may be used for ongoing costs including:
 - Salary and benefit expenditures for Child and Family Centre staff to deliver core services.
 - Lease and occupancy costs for Child and Family Centres, rental fees for mobile services and other operating costs such as utilities.
 - Administration costs.
 - Transportation services to support outreach and participation in programs. This can include costs for public transit, gas, and general auto repair and maintenance.
 - Resources for families and caregivers related to early learning and development (e.g. materials for inquiry-based play), additional community services and supports, information to support parents and caregivers in their role.
 - Supplies to support the delivery and daily operation of programs as well as maintenance costs related to the general upkeep, safety, and maintenance of Child and Family Centre facilities.

Inadmissible Expenses

Funding cannot be used to support direct specialized services. This includes programs and services offered by regulated health professionals working within their scope of practice (e.g. occupational therapy, audiology and speech language pathology, physiotherapy). This also includes early intervention and screening programs and services that are funded by other ministries and/or levels of government.

Additionally, the following expenses are inadmissible:

- Bonuses (including retiring bonuses), gifts and honoraria paid to staff are inadmissible expenses except for in the case that they are provided as a retroactive wage increase that will be maintained the following year.
- Debt costs including principal and interest payments related to capital loans, mortgage financing, and operating loans.
- Property taxes.
- Non-arm's length transactions not transacted at fair market value.

- Fees paid on behalf of staff for membership in professional organizations such as the College of Early Childhood Educators are inadmissible expenditures; and,
- Any other expenditure not listed under the allowable expenses section.

3. Other:

- EarlyON Service Providers must consult with the City of Cornwall Child Care Division with respect to decisions that affect the programs and services being offered at their centres.
- The City of Cornwall Child Care Division, in consultation with the Service Providers and relevant community partners, will make final decisions with respect to location(s) where the Service Provider will operate.

Service Location

Services will be provided throughout City of Cornwall & Counties of Stormont, Dundas and Glengarry. The office is located at:
610 McConnell Ave.
Cornwall, Ontario K6H 4M1

Budget

The 2020 calendar year allocation for l'Équipe psycho-sociale to operate EarlyON Child and Family Centres is as follows:

| | |
|-----------------------------------|-----------|
| Provincial Funding | \$430,018 |
| ELCC Funding (January to March) | \$ 47,326 |
| ELCC Funding (April to December)* | \$141,977 |

Total Maximum Allocation: \$619,321

*ELCC Allocations for the period of April to December 2020 are pending the renegotiation of the Canada-Ontario Early Learning and Child Care agreement. ELCC funding beyond March 31, 2020 is not confirmed.

Method of Evaluation

- Quarterly completion of Service Target Summary spreadsheet provided by the City for all sites, and submitted as noted in the table below;
- Outcome-based program evaluation through consumer surveys; and
- Outcome-based program evaluation through verification of achievement of established service targets.

Service Target and Financial Data for all sites are to be provided to the Corporation for each quarter period in the 2020 calendar year.

| Quarter | Time Period Covered | Due to the Corporation |
|----------------|----------------------------|-------------------------------|
| First Quarter | January. 1 – March 31 | April 13/20 |
| Second Quarter | April 1 – June 30 | July 13/20 |
| Third Quarter | July 1 – September 30 | October 12/20 |
| Fourth Quarter | October 1 – December 31 | January 11/21 |

In Witness Whereof this contract has been signed by an authorized Corporate official on behalf of the City of Cornwall and the Service Provider by its proper signing officers.

Signed, sealed and delivered

on the _____ day of _____, 2020

On behalf of the Corporation
Bernadette Clement
Mayor

On behalf of the Corporation
Manon Levesque
City Clerk

Service Provider: Parent Preschool Resource Centre

Witness*

By: Signing Officer **

Position:

(Seal)

Witness *

By: Signing Officer**

Position:

- * Witness required where the Service Provider is a sole proprietor or partner in a partnership. Not required when corporate seal is affixed.
- ** I have the authority to bind the City of Cornwall

**The Corporation of the City of Cornwall
Service Contract**

Schedule “A-7”: EarlyON Child and Family Centres

Service Description Schedule

Organization Name: The Glengarry Inter-Agency Group
3525 County Road 34, Alexandria, Ontario K0C 1A0

Legislation: *Child Care and Early Years Act, 2014 (CCEYA)*

Service Name: EarlyON Child and Family Centres

Service Objectives

- To provide high quality programs and services to support all children (aged 0 to 6 years), parents and caregivers in learning, growing and connecting – together;
 - To ensure parents and caregivers are provided with timely, relevant and up to date information about community and specialized services;
 - To maintain strong partnerships with community organizations;
 - To work with community partners to collaborate and integrate services to meet community needs in an efficient and accessible way.
-

Service Description

The EarlyON Child and Family Centres will be child and family centred, welcoming, high quality, inclusive, integrated and community led.

1. EarlyON Service Providers will ensure the following key goals and objectives are met at each location where services are provided:
 - Parents and caregivers have access to high quality services that support them in their role as their children’s first teachers, enhance their well-being, and enrich their knowledge about early learning and development;
 - Children have access to play and inquiry-based learning opportunities and experience positive developmental health and well-being;
 - Parents and caregivers have opportunities to strengthen their relationships with their children;

- Francophone children and their families have access to French language programs and gain enhanced knowledge about language and identity acquisition;
 - Indigenous children and families have access to culturally responsive programming;
 - Parents and caregivers are provided with timely, relevant and up-to-date information about community and specialized services;
 - Local service providers collaborate and integrate services to meet community needs in an efficient and accessible way.
2. EarlyON Service Providers must provide consistent, high quality core services at no fee to participants. The mandatory core services include:
- **Supporting Early Learning and Development** through:
 - a) Drop-in programs and others programs and services that build responsive adult-child relationships and encourage children's exploration, play and inquiry, supported by *How Does Learning Happen? Ontario's Pedagogy for the Early Years*.
 - **Engaging Parents and Caregivers** through:
 - a) Inviting conversations and information sharing about child development, parenting, nutrition, play and inquiry-based learning, and other topics that support their role;
 - b) Offering responsive pre- and postnatal support programs to enhance parent and caregiver well-being, enrich adult-child interactions and to support them in their role(s);
 - c) Providing targeted outreach opportunities designed for parents and caregivers who could benefit from Child and Family Centre programs and services but are not currently accessing services for a variety of reasons (e.g., newcomers to Ontario, teen parents, low-income families, etc.)
 - **Making Connections for Families** through:
 - a) Responding to a parent/caregiver concern about their child's development through conversations and observations which can be supported by validated tools and resources (e.g., developmental surveillance, Nipissing District Developmental Screen (NDDS)). In some cases, this may result in supporting parents/caregivers to seek additional support from primary care or other regulated health professionals;
 - b) Sharing information and facilitating connections with specialized community services (such as children's rehabilitation services), coordinated service planning, public health, education, child care, and child welfare, as appropriate.
 - c) Ensuring Child and Family Centre staff have relationships with community partners and an in-depth knowledge of their community

resources to allow for simple transitions (warm hand-offs) for families who may benefit from access to specialized or other services.

- d) Providing information about programs and services available for the whole family beyond the early years.

3. EarlyON Service Providers must prioritize funding to deliver mandatory core services that are responsive to local need. Funding may be used for ongoing costs including:
- Salary and benefit expenditures for Child and Family Centre staff to deliver core services.
 - Lease and occupancy costs for Child and Family Centres, rental fees for mobile services and other operating costs such as utilities.
 - Administration costs.
 - Transportation services to support outreach and participation in programs. This can include costs for public transit, gas, and general auto repair and maintenance.
 - Resources for families and caregivers related to early learning and development (e.g. materials for inquiry-based play), additional community services and supports, information to support parents and caregivers in their role.
 - Supplies to support the delivery and daily operation of programs as well as maintenance costs related to the general upkeep, safety, and maintenance of Child and Family Centre facilities.

Inadmissible Expenses

Funding cannot be used to support direct specialized services. This includes programs and services offered by regulated health professionals working within their scope of practice (e.g. occupational therapy, audiology and speech language pathology, physiotherapy). This also includes early intervention and screening programs and services that are funded by other ministries and/or levels of government.

Additionally, the following expenses are inadmissible:

- Bonuses (including retiring bonuses), gifts and honoraria paid to staff are inadmissible expenses except for in the case that they are provided as a retroactive wage increase that will be maintained the following year.
- Debt costs including principal and interest payments related to capital loans, mortgage financing, and operating loans.
- Property taxes.
- Non-arm's length transactions not transacted at fair market value.

- Fees paid on behalf of staff for membership in professional organizations such as the College of Early Childhood Educators are inadmissible expenditures; and,
- Any other expenditure not listed under the allowable expenses section.

4. Other:

- EarlyON Service Providers must consult with the City of Cornwall Child Care Division with respect to decisions that affect the programs and services being offered at their centres.
- The City of Cornwall Child Care Division, in consultation with the Service Providers and relevant community partners, will make final decisions with respect to location(s) where the Service Provider will operate.

Service Location

Services will be provided throughout City of Cornwall & Counties of Stormont, Dundas and Glengarry. The office is located at:
3525 County Road 34
Alexandria, Ontario K0C 1A0

Budget

The 2020 calendar year allocation for GIAG to operate EarlyON Child and Family Centres is as follows:

| | |
|-----------------------------------|-----------|
| Provincial Funding | \$517,158 |
| ELCC Funding (January to March) | \$ 56,916 |
| ELCC Funding (April to December)* | \$170,747 |

Total Maximum Allocation: \$744,821

*ELCC Allocations for the period of April to December 2020 are pending the renegotiation of the Canada-Ontario Early Learning and Child Care agreement. ELCC funding beyond March 31, 2020 is not confirmed.

Method of Evaluation

- Quarterly completion of Service Target Summary spreadsheet provided by the City for all sites, and submitted as noted in the table below;
- Outcome-based program evaluation through consumer surveys; and
- Outcome-based program evaluation through verification of achievement of established service targets.

Service Target and Financial Data for all sites are to be provided to the Corporation for each quarter period in the 2020 calendar year.

| Quarter | Time Period Covered | Due to the Corporation |
|----------------|----------------------------|-------------------------------|
| First Quarter | January. 1 – March 31 | April 13/20 |
| Second Quarter | April 1 – June 30 | July 13/20 |
| Third Quarter | July 1 – September 30 | October 12/20 |
| Fourth Quarter | October 1 – December 31 | January 11/21 |

In Witness Whereof this contract has been signed by an authorized Corporate official on behalf of the City of Cornwall and the Service Provider by its proper signing officers.

Signed, sealed and delivered

on the _____ day of _____, 2020

On behalf of the Corporation
Bernadette Clement
Mayor

On behalf of the Corporation
Manon Levesque
City Clerk

Service Provider: Parent Preschool Resource Centre

Witness*

By: Signing Officer **

Position:

(Seal)

Witness *

By: Signing Officer**

Position:

- * Witness required where the Service Provider is a sole proprietor or partner in a partnership. Not required when corporate seal is affixed.
- ** I have the authority to bind the City of Cornwall

Service Contract

This contract made in duplicate

between

Corporation of the City of Cornwall ("Corporation")
- and -
Early Childhood Integration Consultation Services
Community Living Stormont County ("Service Provider")

As the Corporation has the authority pursuant to the legislation indicated in the attached Service Description Schedule to enter into this contract in respect for the provision of social services for the benefit of children and families;

And as the Service Provider has agreed to provide services described in the attached Service Description Schedule for Special Needs Resourcing services;

Therefore the parties agree as follows:

Definitions

1. In this contract,
 - (a) "Corporation" means the Corporation of the City of Cornwall
 - (b) "Municipal Staff" means the staff of the Corporation authorized to exercise the rights and perform the duties of the Corporation under this contract.
 - (c) "Service Provider", means "Service Delivery Agent".

Program

2.
 - (a) The Service Provider agrees to provide services in accordance with the attached Service Description Schedule including the completion of quarterly statistical information to be received within 30 days following each quarter. Other reporting may include number of full-time equivalent staff and the completion of the Financial Statements for 2019.
 - (b) The Service Provider shall ensure that all staff are qualified by training (or experience) to perform the services set out herein and

that they meet all of the requirements established by legislation for that particular service.

- (c) The Service Provider agrees that all programs will be delivered adhering to appropriate legislation and/or quality assurance program, in particular, the terms of the *Child Care and Early Years Act, 2014 (CCEYA)*, and any other requirements as set out by the province of Ontario.
- (d) The Service Provider agrees to review, approve and disburse funds to licensed Child Care Service Operators who have a signed service agreement with the Corporation (as per attached list) for requests related to the hiring of enhanced support staff by the Child Care Operator. Approval of disbursement of funds to Child Care Service Operators shall be in accordance with pre-established business practice guidelines developed by the Service Provider and approved by the Corporation.

Term

- 3. This contract will be in force from January 1, 2020 to December 31, 2020, unless it is superseded by a subsequent contract, or it is terminated in its entirety by either party by giving sixty (60) days written notice. In the event of termination, the Service Provider will refund forthwith to the Corporation any monies advanced by the Corporation and not expended in accordance with the approved budget.

Consideration

- 4.
 - (a) The Corporation will pay to the Service Provider, for admissible expenditures incurred pursuant to this contract, an amount as stipulated in the Schedule attached to this contract. The Corporation reserves the right to determine the amounts, times and manner of such payments.
 - (b) The parties agree that while this agreement is in force, the approved budget will be negotiated on or before the start of the applicable calendar year. In the event the budget is not renegotiated by the beginning of the new calendar year, payments will continue to be made in accordance with the approved budget for the immediately preceding fiscal year until such time as the budget is re-negotiated or this contract is terminated.

- (c) It is agreed and understood that the Corporation may withhold payments if the Service Provider is in breach of its obligations under this contract.

Corporation Access and Consultation

- 5. (a) The Service Provider will permit Municipal staff to enter at reasonable times any premises used by the Service Provider in connection with the provision of services pursuant to this contract and under its control in order to observe and evaluate the services and inspect financial records relating to the services provided pursuant to this contract.
- (b) The Service Provider agrees that staff providing services pursuant to this contract, will, upon reasonable request, be available for consultation with Municipal staff.

Reports

- 6. (a) The Service Provider will maintain service records respecting each site where service is being provided. The Service Provider agrees to provide services in accordance with the attached Service Description Schedule including the completion of Quarterly Service Target Summary spreadsheets to be received within 30 days following each quarter along with a year-end report within 30 days of the calendar year end. The reports shall be in a form and substance acceptable to Municipal staff, and shall include program data such as statistics on target achievements and such other information as the Corporation requires.
- (b) The Service Provider will also prepare and submit to the Corporation, annually, or at any time upon reasonable request, a comprehensive report acceptable to Municipal staff respecting the services being provided.

Financial Records and Reports

- 7. (a) The Service Provider will maintain financial records and books of account respecting services provided pursuant to this contract for each site where service is being provided and will allow Municipal staff or such other persons appointed by the Corporation to inspect and audit such books and records at all reasonable times both

during the term of this contract and subsequent to its expiration or termination.

- (b) The Service Provider will submit to the Corporation a financial statement and reconciliation report with respect to the services provided pursuant to this agreement within four (4) months of the end of the Service Provider's financial year end.

Should the Corporation request an Audited Financial Statement, the Service Provider agrees to provide this documentation. The Corporation may conduct an audit analysis in order to confirm funds were used as intended and monies flowed to Service Providers are appropriate. The Service Provider will prepare and submit at any time upon reasonable request, a financial report in such form and containing such information as the Corporation may require. If the above requested documentation is not received within the specified time frame, issuance of the next quarter(s) payment may be withheld.

- (c) The Service Provider will retain the records and books of account referred to in clause 7(a) for a period of seven (7) years, as per the CCEYA requirements.
- (d) The Service Provider will prepare and submit annually, or at any time upon reasonable request, a financial report in such form and containing such information as the Corporation may require.
- (e) The Service Provider will adhere to any additional financial reporting requirement specified in the attached Service Description Schedule.
- (f) The Service Provider will comply with the Corporation's policies on the treatment of revenues and expenditures which will be issued from time to time.

Program Records

- 8. In the event the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the services provided for under this contract without the prior consent of the Corporation, which may be given subject to such conditions as the Corporation deems advisable.

Confidentiality

9. The Service Provider, its directors, officers, employees, agents and volunteers will hold confidential and will not disclose or release to any person other than Municipal staff at any time during or following the term of this contract, except where required or permitted by law, any information or document that tends to identify any individual in receipt of services without obtaining the written consent of the individual or the individual's parent or guardian prior to the release or disclosure of such information or document. Where the Service Provider is a municipality or such other Institution as defined in *the **Municipal Freedom of Information and Protection of Privacy Act***, the provisions of such **Act** with respect to disclosure or release of information apply.

Indemnification

10. The Service Provider will, both during and following the term of this contract, indemnify and save harmless the Corporation from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officer, employees, agents and volunteers in connection with services provided, purported to be provided or required to be provided by the Service Provider pursuant to this contract.

Insurance

11. The Service Provider will obtain and maintain in full force and effect during the term of the contract, general liability insurance acceptable to the Corporation in an amount of not less than two million (\$2,000,000.00) dollars per occurrence in respect of the services provided to this contract.

The insurance policy shall,

- (a) Include as an additional insured The Corporation of the City of Cornwall in respect of and during the provision of services by the Service Provider pursuant to this contract;
- (b) Contain a cross-liability clause endorsement; and
- (c) Contain a clause including liability arising out of the contract or agreement

The Service Provider will submit proof of insurance to the Corporation, annually, within 30 days of the renewal date of the policy.

Termination

12. Either party may terminate this contract in whole or in part with respect to the provision of any particular services upon sixty (60) days notice to the other party. If the contract is terminated in part, all obligations with respect to the provision of all other services continue in full force and effect.

Freedom of Information

13. Any information collected by the Corporation pursuant to this contract is subject to the rights and safeguards provided for in *the Freedom of Information and Protection of Privacy Act*.

Human Rights Code

14. It is a condition of this contract and of every contract entered into pursuant to the performance of this contract, that no right under section 5 of the *Human Rights Code* will be infringed. Breach of this condition is sufficient grounds for cancellation of this contract.

Disposition

15. The Service Provider will not sell, change the use or otherwise dispose of any items, furnishings or equipment purchased with the Corporation's funds pursuant to this contract without the prior written consent of the Corporation, which may be given subject to such condition as the Corporation deems advisable.

Amendments

16. This contract may be amended by substitution of the Schedule, duly signed by the parties to this contract.

Non – Assignment

17. The Service Provider will not assign this contract, or any part thereof, without the prior written approval of the Corporation, which approval may be withheld by the Corporation in its sole discretion or given subject to such conditions as the Corporation may impose.

Schedules

18. All the terms of the Schedules are incorporated into this contract except where they are inconsistent with this contract. This contract and the attached Schedule embody the entire contract and supersede any other understanding or contract, collateral, oral or otherwise, existing between the parties at the date of execution and relating to the subject matter of this contract.

Laws

19. The Service Provider agrees that the Service Provider its directors, officers, employees, agents, volunteers and other representatives, if any, shall at all times comply with any and all applicable federal, provincial and municipal laws, ordinances, statutes, rules, regulations and orders in respect of the performance of this contract.

French Language Services Act

20. In order to meet the requirements under the *French Language Services Act, R.S.O. 1990, c. F.32, ("French Language Services Act")*, the Service Provider shall take appropriate measures to provide services in French to Francophone parents applying for special needs resourcing.

Measures will include:

- (a) Receptionist using "Bonjour" to greet clients thereby providing the client with an opportunity to request services in French.
- (b) Service Provider making written materials for clients available in French.
- (c) Service Provider will make every effort to provide special needs resourcing services in French to Francophone organizations, as well as Francophone parents/guardians and their children.

Notice

21. Any notice required or desired to be given hereunder shall be delivered in person or sent by mail addressed as follows:

The Corporation of the City of Cornwall

Child Care Services Division
340 Pitt Street, P.O. Box 877
Cornwall, Ontario K6H 5T9

Attention: Division Supervisor, Child Care Service

In witness whereof this contract has been signed by an authorized Corporate official on behalf of the Corporation and the Service Provider by its proper signing officers.

Signed, sealed and delivered

On the _____ day of _____, 2020

On behalf of the Corporation
Bernadette Clement
Mayor

On behalf of the Corporation
Manon Levesque
City Clerk

Service Provider: Early Childhood Integration Consultation Services
Community Living Stormont County

Witness*

Service Provider

Position

(Seal)

Witness *

By: Signing Officer**

Position

* Witness required where the Service Provider is a sole proprietor or partner in a partnership. Not required when corporate seal is affixed.

** I have the authority to bind the corporation.

**The Corporation of the City of Cornwall
Service Contract**

Schedule “A-3”: Special Needs Resourcing

Service Description Schedule

Organization Name: Early Childhood Integration Consultation Services
Community Living Stormont County
280 Ninth Street, West
Cornwall, Ontario K6J 3A6

Legislation: *Child Care and Early Years Act, 2014 (CCEYA)*

Service Name: Child Care – Special Needs Resourcing

Service Objectives

- To provide consultative support services to staff in licensed programs and City approved recreation programs to enhance the inclusion of children with special needs (0 to 12 years of age) that enable them to fully participate and be included with their peers.
 - To receive, approve and coordinate payment for requests from licensed Child Care Operators for the recruitment, hiring and supervision of Enhanced Support staff.
 - To purchase and supply specialized toys and equipment in support of an individual child’s program plan.
 - To promote the right of families to have access to licensed child care choices within their community.
 - To provide the resources and support to parents required to meet the needs of the child in choosing a setting.
-

Service Description

The program will include supports to families and licensed child care programs to enhance the opportunities for inclusion of children with special needs aged 0 to 12 years, in licensed child care settings. Supports will include:

- Integration advisor services in licensed child care settings;

- Coordination and participation in case planning with parents, child care staff and other professionals involved;
- Education/professional development for child care staff by facilitating training around the model of full inclusion;
- Linkages and child care service coordination;
- Consultation to child care programs;
- Assisting children in transitioning from child care to school;
- Administration of Enhanced Staff Support funds; and
- Coordination of resource/special equipment lending library.

Service Location

Services will be provided throughout Stormont, Dundas and Glengarry. The office is located in Cornwall at:
280 Ninth Street West
Cornwall, Ontario K6J 3A6

Approved Budget

The Special Needs Resourcing entitlement for Inclusive Child Care for 2020 is \$475,000.

Method of Evaluation

- Quarterly completion of Service Target Summary spreadsheet provided by the City for all sites, and submitted as noted in the table below;
- Outcome-based program evaluation through consumer surveys; and
- Outcome-based program evaluation through verification of achievement of established service targets.

Service Target and Financial Data for all sites are to be provided to the Corporation for each quarter period in the 2020 calendar year.

| Quarter | Time Period Covered | Due to the Corporation |
|----------------|----------------------------|-------------------------------|
| First Quarter | January. 1 – March 31 | April 13/20 |
| Second Quarter | April 1 – June 30 | July 13/20 |
| Third Quarter | July 1 – September 30 | October 12/20 |
| Fourth Quarter | October 1 – December 31 | January 11/21 |

In Witness Whereof this contract has been signed by an authorized Corporate official on behalf of the City of Cornwall and the Service Provider by its proper signing officers.

Signed, sealed and delivered

on the _____ day of _____, 2020

On behalf of the Corporation
Bernadette Clement
Mayor

On behalf of the Corporation
Manon Levesque
City Clerk

Service Provider: Early Childhood Integration Consultation Services
Community Living Stormont County

Witness*

By: Signing Officer **

Position:

(Seal)

Witness *

By: Signing Officer**

Position:

* Witness required where the Service Provider is a sole proprietor or partner in a partnership. Not required when corporate seal is affixed.

** I have the authority to bind the City of Cornwall

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
Report Number: 2020-250-Infrastructure and Municipal Works
Prepared By: Michael Fawthrop, Division Manager
Meeting Date: January 13, 2020
Subject: ICIP – Green Infrastructure Funding Stream

Purpose

To provide Council with information on the Investing in Canada Infrastructure Program (ICIP): Green Infrastructure Stream and receive Council endorsement of a project submission.

Recommendation

- (a) That Council endorse a submission of an application to the Investing in Canada Infrastructure (ICIP) – Green Infrastructure Funding Stream; and
- (b) That the project submitted for the funding program shall be Phase 1 of the Pitt Street North Watermain Relining project.

Financial Implications

Through the Investing in Canada Infrastructure Program - Green Stream, the maximum total eligible cost per project for a single applicant is \$3M. The cost sharing formula for the Green Stream is as follows: Federal - Maximum of 40%; Provincial - Maximum of 33.33%; and Municipality - Minimum of 26.67%. Applicants with a population of less than 100,000 may request funding of up to 73.33% of a project's total eligible cost (ie., up to \$2.2M for a \$3M project).

A portion (\$500K) of the Pitt Street North Watermain Relining project was included in the 2019 Water & Wastewater Capital Budget. As stated below, the \$500K included in the 2019 Water & Wastewater Budget was to act as a municipal component of a Federal/Provincial funding program should one become available. The \$500K included in the 2019 Water & Wastewater Budget can be used as a portion of the required municipal component. If the Municipality was successful in securing funding through the ICIP funding program, the City would budget the additional funds necessary for the required municipal contribution in the 2021 Water & Wastewater Budget.

Strategic Priority Implications

This project includes the rehabilitation of an existing watermain, which addresses Economic Development and Pursuing Diverse Population Growth of 50,000: (4) Continue to Invest in Infrastructure.

Background / Discussion

The Investing in Canada Infrastructure Program (ICIP) is a federal funding program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy. The federal government has committed to providing \$11.8 billion dollars in federal funding to cost-share projects under the following four streams: 1) Public Transit; 2) Green Infrastructure; 3) Community, Culture and Recreation; 4) Rural and Northern Communities. The Green Stream includes up to \$7.12 billion dollars in federal (\$2.85 billion), provincial (\$2.35 billion) and other partner (\$1.92 billion) funding over 10 years for projects across three federal sub-streams that advance outcomes associated with climate change mitigation, environmental quality and disaster mitigation. It is anticipated that the province will select projects for funding through multiple application intakes.

This intake will prioritize projects that address critical health and safety issues associated with water, wastewater and stormwater infrastructure. Project eligibility will be assessed using an outcomes-based approach. Eligible projects under the first intake must meet one of the following federally determined project outcomes prioritized for the environmental quality sub-stream (see Appendix A of the Program Guide which is attached for reference for more details):

- Increase capacity to treat and/or manage wastewater and stormwater; and
- Increase access to potable water.

Under this program, eligible recipients for the 2019/2020 intake include Ontario municipalities with a population of 100,000 or less based on 2016 Statistics Canada Census data and Indigenous communities in Ontario. The Investing in Canada Infrastructure Program – Green Stream – Program Guidelines are attached to the report for reference.

The Province will notify the applicant if their project has been selected for nomination to the Federal government for review and approval in Winter of 2020 (estimated). Applicants will be notified of the Federal Government funding decision in Spring of 2020 (estimate). All successful projects must be completed by October 31st, 2026.

All projects submitted for funding will be assessed by the Provincial and the Federal Government. Ontario will assess the projects primarily in relation to the following criteria:

- Initial Technical Review
- Critical Health and Safety
- Funding Need

Upon review, projects approved by the Province will be nominated to the federal government for approval. Projects selected for federal review and approval will be assessed and prioritized based on project requirements and federal assessment criteria. All provincially nominated projects are subject to federal review and approvals.

Through the Investing in Canada Infrastructure Program - Green Stream, the maximum total eligible cost per project for a single applicant is \$3M. The cost sharing formula for the Green Stream is as follows: Federal - Maximum of 40%; Provincial - Maximum of 33.33%; and Municipality - Minimum of 26.67%. Applicants with a population of less than 100,000 may request funding of up to 73.33% of a project's total eligible cost (ie., up to \$2.2M for a \$3M project). Applicants are required to contribute the remainder of the funding. Applicants must pay for all ineligible project costs as well as any cost over-runs experienced on a project submission. Funding is claims based and expenditures will be reimbursed upon review and approval of eligible costs. Reimbursement of claims is based on the cost sharing percentage. All costs must be incurred by December 31, 2026.

The project that the Infrastructure Department deemed to best fit the program criteria as well as the City's water and wastewater network priorities is the first phase of the Pitt Street North Watermain Relining capital project. The Pitt Street North Watermain Relining project is the relining of a 500mm diameter (Ø) Hyprescon watermain which is a high-pressure concrete pressure pipe from Tollgate Road to Cornwall Centre Road which was constructed in 1974 to service the northern area of the City. As noted during the 2020 Water & Wastewater budget process, several watermain breaks have occurred on this watermain over the last number of years. Due to the size and type of the watermain, these breaks are extremely costly to repair which results in a significant disruption to residents and vehicular traffic on Pitt Street North. Although the overall structural condition of the high-pressure concrete watermain is expected to be in good condition, the source of the breaks is occurring at former water services which have been abandoned and reconnected to a smaller 200mm Ø service watermain which was constructed in 1997. Since the high-pressure concrete watermain is expected to be in overall good structural condition and since there are several abandoned water services which are the source of the breaks, the most suitable alternative is to reline the existing 500mm Ø watermain. Please refer to the attached sketch which delineates the proposed project phasing. The overall project cost is estimated to be \$6M and will be divided into two phases both estimated to cost approximately \$3M. Phase 1 will be the relining of the 500mm Ø watermain from Cornwall Centre Road to McKenzie Street and Phase 2 will be the continuation of the relining from McKenzie Street to Tollgate Road.

Staff recommends that Council endorse a submission of an application to the Investing in Canada Infrastructure Program (ICIP) – Green Stream and that Council authorize Phase 1 of the Pitt Street Watermain Relining as the preferred project as recommended by the Infrastructure Department. Direction from Council will allow staff to complete and submit the necessary application and documentation for the proposed project. The funding of the municipal component of the project would be subject to Council's final approval. Should the Municipality be successful in securing funding through this program, the Transfer Payment Agreement would be executed upon Council's final approval.

If the Municipality was successful in securing funding for the project via the ICIP program, the proposed project would begin construction in the Spring of 2021 and would be completed by the end of 2021 and/or early 2022.



The associated By-Law authorizing the submission of a funding application to the 2019-2020 ICIP – Green Stream Program has been included in the January 13, 2020, Agenda. If Council does not endorse the funding application, the By-Law can be removed from Agenda.

| | |
|----------------------|---|
| Document Title: | ICIP - Green Infrastructure Funding Stream - 2020-250-IMW.docx |
| Attachments: | - PittStreetHypressconWM (003).pdf - ICIP Green Stream - Program Guide.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Bill de Wit - Jan 8, 2020 - 1:17 PM

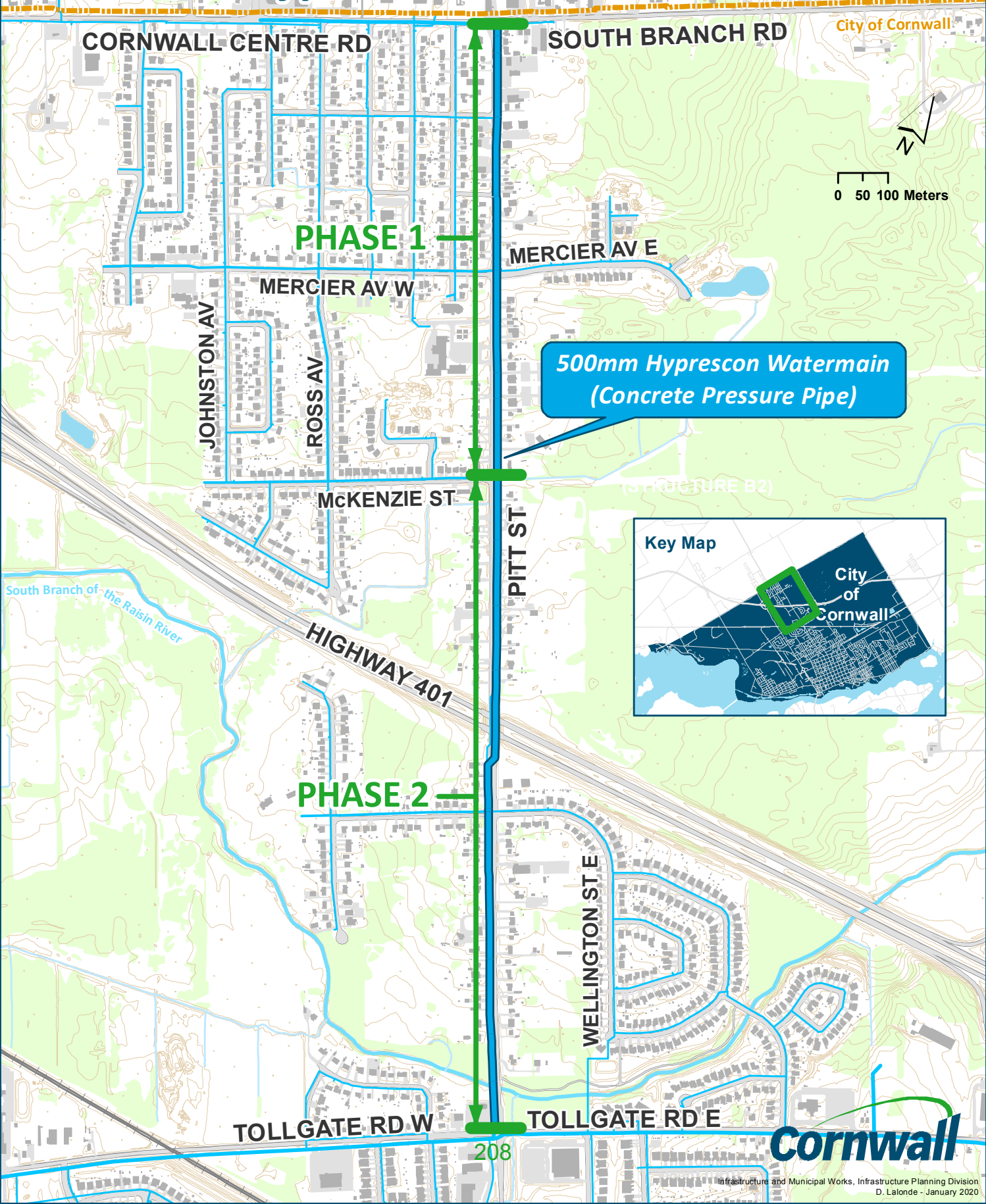
Tracey Bailey - Jan 8, 2020 - 1:37 PM

Maureen Adams - Jan 8, 2020 - 2:24 PM

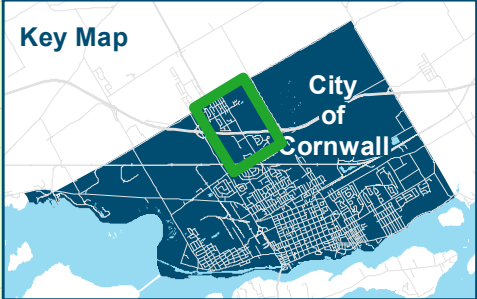
Pitt Street Hyprescon Watermain

Township of South Stormont

City of Cornwall



500mm Hyprescon Watermain
(Concrete Pressure Pipe)



TOLLGATE RD W

TOLLGATE RD E



**INVESTING IN CANADA INFRASTRUCTURE PROGRAM:
GREEN STREAM**

Program Guide - 2019 Intake

October 2019

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Investing in Canada Infrastructure Program – Green Stream
Ontario Program Guidelines

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1. Program Overview

The Investing in Canada Infrastructure Program (ICIP) is a federal infrastructure program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

Through ICIP, the federal government is providing \$11.8 billion in federal infrastructure funding to cost-share projects under the following four streams:

- Public Transit
- **Green Infrastructure**
- Community, Culture and Recreation
- Rural and Northern Communities

The Green stream includes up to \$7.12 billion in combined federal (\$2.85 billion), provincial (\$2.35 billion) and other partner (\$1.92 billion) funding over 10 years for projects across three federal sub-streams that advance outcomes associated with climate change mitigation, environmental quality and disaster mitigation. It is anticipated that the province will select projects for funding through multiple application intakes.

2. Objectives – Green Stream

This intake will prioritize projects that address critical health and safety issues associated with water, wastewater and stormwater infrastructure.

Project eligibility will be assessed using an outcomes-based approach. Eligible projects under the first intake must meet one of the following federally determined project outcomes prioritized for the environmental quality sub-stream (see Appendix A for more details):

- Increase capacity to **treat and/or manage wastewater and stormwater**
- Increase **access to potable water**

This funding intake is a competitive process. Funding approval is not guaranteed.

3. Applicant Eligibility

3.1 Overview

To target funding where it is needed most, eligible recipients for the 2019 intake include:

- Municipalities with a population of 100,000 or less based on 2016 Statistics Canada Census data;
- Indigenous communities in Ontario, defined as Band Councils under the *Indian Act* (i.e. Indian Act Band Councils) with a population of 100, 000 or less; and,
- Local Services Boards, Conservation Authorities and not-for-profit organizations that own water, wastewater and stormwater infrastructure and serve populations under 100,000 (or are within a municipality that is under 100,000).
 - Conservation Authorities that serve populations of more than 100,000 but are within municipalities' boundaries who have populations below 100,000 may be eligible for funding if they partner with the lead municipality as a joint application.

Note:

- Conservation Authorities and not-for-profit organizations will be assessed on a case-by-case basis and are encouraged to contact ICIPGreen@ontario.ca in advance of submitting an application to discuss their project with ministry staff to ensure eligibility.
- Privately-owned drinking water systems (e.g. year-round, non-municipal residential systems) and wastewater systems (e.g. septic systems) are not eligible for this program.

3.2 Joint Applications

Joint projects between multiple eligible applicants are encouraged and additional consideration will be given to joint projects as part of the assessment. Joint projects are those where each **co-applicant contributes financially** to the project. All applicants must meet the applicant eligibility criteria.

If a joint project is submitted, it counts as a project put forward for each individual applicant (i.e., a municipality, Indigenous community, non-profit or other partner cannot submit a joint application in addition to a stand-alone application). The lead applicant will be required to sign a transfer payment agreement with the province and also enter into a partnership agreement with the other eligible applicant(s) that will be contributing to the project. Funds will only be made available to the lead applicant, who is responsible for the financial management of the project and meeting reporting requirements.

4. Project Conditions and Eligibility

4.1 Overview

The provision of ICIP funds is governed by the Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program between the Government of Canada and the Government of Ontario that was signed on March 14, 2018 (the “Bilateral Agreement”). The Transfer Payment Agreements (TPAs) will set out the terms and conditions under which the Ministry agrees to provide ICIP funds to recipients, and will provide additional details on claims, reporting, and audit requirements.

4.2 Project Eligibility

(1) **Eligible project stages:** A project must include a capital component. A project may also include pre-construction planning and design work; however, planning and design work are not eligible as stand-alone projects.

(2) **Eligible asset type:**

- a. Drinking water (e.g. treatment plants, reservoirs, local pipes including the distribution system watermain and the municipal portion of service lines, pump stations)
- b. Wastewater (e.g. treatment plants, storage tanks, collection systems)
- c. Stormwater (e.g. management facilities, drainage pump stations).

Note: Projects can include an optimization and/or performance review component as part of a capital project on the above asset types.

For a full listing of eligible assets see the Appendix, section B.

(3) **Eligible project types:**

- a. Rehabilitation
- b. Replacement / upgrade
- c. Renewal

Note: In the application form, “new (including reconstruction)” is included as a project type. Projects may have sub-components of their projects be considered new/reconstruction, but the majority of the project must be rehabilitation or replacement. For example, if to replace pipelines, the construction of a new/reconstructed road is required. See more on bundling in “other requirements”.

(4) **Other requirements**

- a. **Wastewater projects** must result in wastewater effluent that meets the Wastewater Systems Effluent Regulations or provincial regulations where there is a federal equivalency agreement in place, as applicable.
- b. **Drinking water** quality following completion of a drinking water project must meet or exceed provincial standards.
- c. **Bundling of eligible asset types:** Applicants must select only one primary project asset type but may bundle more than one eligible project asset type. For example, a project may have both water and wastewater components. If an applicant submits a bundled project, a majority of the total eligible project costs (at least 51%) must be for the primary project type and the applicant should only complete the technical schedule for that primary project type. Bundled projects must demonstrate that each component of the project is inter-related and meets eligibility requirements.

- d. **Bundling of ineligible asset types:** Applicants may also undertake other capital works (i.e., surface work on roads and bridges) for a project submitted for funding; however, costs associated with ineligible asset work will **not** be eligible for funding as it does not meet federal requirements. Costs for ineligible asset types should not be included in the total eligible project costs. Exceptions include surface work that involves reconstructing assets to pre-existing condition. For example, while repairing a pipeline, reconstructing a road at the surface level would be considered an eligible project cost, but no improvements beyond replacing the asset (e.g. adding sidewalks, traffic reducing measures, would not be eligible).
- e. **Physical Connectivity of Components:** The entire project, and any bundled components, must be contiguous (i.e., the same geographic location and where all components of the project touch/intersect) unless the project or components would impact the same health and safety issue impacting an immediate geographic region.
- f. **Asset ownership:** Municipalities must attest to owning the infrastructure assets put forward for funding. Indigenous applicants must attest to having care and control over the infrastructure assets put forward for funding.

Additional details on the types of infrastructure projects eligible for funding can be found in in the Application Form.

4.3 Project Conditions

Projects must comply with the following conditions to be considered eligible:

- (1) **Contract Award Date:** Contracts must be awarded after federal approval of funding. Contracts awarded before approval of funding are not eligible for reimbursement.
- (2) **Energy standards:** Projects must meet or exceed any applicable energy efficiency standards for buildings outlined in the Pan-Canadian Framework on Clean Growth and Climate Change.
- (3) **Accessibility standards:** Projects must meet or exceed the requirements of the highest published accessibility standard in a jurisdiction in addition to applicable provincial building codes and relevant municipal by-laws.
- (4) **Asset management plans [municipalities only]:** Projects should be informed by an applicant's asset management plan. This means the proposed project was identified based on the plan's prioritized lifecycle activities (e.g., construction, maintenance, renewal, rehabilitation, replacement, etc.) for the applicable asset category. For example, if an applicant has identified drinking water needs as a priority lifecycle activity within its asset management plan, then the submission of a drinking water project would be appropriate. If a proposed project does not align with the priorities identified within an applicant's asset management plan, a strong rationale must be provided in the application form.

Note: project prioritization in an asset management plan does not apply in cases where the project assets are not owned by the municipality (e.g., assets owned by a Conservation Authority).

- (5) Supporting documentation [Indigenous communities only]:** Projects should be identified in or supported by at least one of the following: a 5-Year Capital Plan; a Comprehensive Community Plan; a Strategic Community Plan; an Asset Conditions Reporting System report; a Feasibility Study or Detailed Design. Where not based on a supporting document, a strong rationale must be provided. The province may request an electronic copy of supporting documentation during the project review stage.
- (6) Financial sustainability:** Projects should have a financial plan in place to operate the asset(s) and should not be dependent on or seek senior level government support for operational funding. First Nations applicants may have operational funding arrangements with the federal government that satisfy this condition.
- (7) Funding cap:** Recognizing that larger communities tend to have economies of scale, more revenue capacity and lower per-household costs for infrastructure renewal, smaller communities are eligible to apply for proportionally more funding relative to larger communities **up to a maximum of \$3 million (total eligible cost)**. A population-based formula will be used to determine each applicant's funding cap and will be provided to applicants in a notification letter – see Section 7 for additional information on funding caps for joint projects.

5. Application Process

5.1 Number of Project Submissions

Each eligible applicant can submit a maximum of **one project submission for intake 1**.

If an applicant is party to a joint project submission, then participation in the joint-project submission will be counted as their single project submission.

5.2 Submissions and Funding Approval Steps

Step 1: Applicants must register or login online through the Province of Ontario's online grant portal, **Transfer Payment Ontario (TPON)**. Step by step support for working with the online grant portal are found [here](#). For full functionality, the support tool link must be opened in Internet Explorer.

Step 2: Applicants must fully complete one Green Funding Stream application form and the applicable technical schedule(s). Completion of **only one technical schedule is required**; the technical schedule must correspond to the primary project asset type. **The application form**

and the associated technical schedules are available through the TPON online portal. Please follow the prompts in the application form and technical schedule to respond to each question.

Step 3a [joint projects]: A joint project submitted by multiple applicants must provide supporting documentation by way of an individual partner-member municipal council resolution or a band council resolution by the lead organization, clearly stating the project name and recipient contribution to the project. Single applicants (i.e. non-joint projects) do not have to submit a council resolution at the application stage.

Step 4: The application and required attachments (i.e., technical schedules, supporting documents, etc.) must be submitted through the **Transfer Payment Ontario Network (TPON)** by **4:59 p.m. EST on January 22, 2020**. A scanned application form will not be accepted. Failure to meet submission requirements will result in the submission being identified as incomplete and potentially ineligible.

If you are unable to submit the application form through TPON or have any additional questions, please contact: 1-877-424-1300 or ICIPGreen@ontario.ca.

| Summary of ICIP Project Application Requirements |
|--|
| 1. Supplementary Documents to be submitted with applications to the Province (in addition to completed application form and technical schedule(s)) |
| a) Water projects: Laboratory testing results, inspection/assessment reports, records describing break incidents, engineering reports describing system efficiency/infrastructure leakage value, public health advisories, design reports, compliance letters/reviews, photographs) |
| b) Wastewater projects: Engineering assessments, inspection reports, etc. |
| c) Stormwater projects: Flood evaluation study, watershed management plan, stormwater management plan, etc. |
| d) Sole Source Rationale (if applicable) |
| e) Community Employment Benefits Rationale (if applicable – projects \$10M+ in costs) |
| f) Business Case (if applicable – projects \$20M+ in costs) |

| |
|--|
| 2. Items to be submitted at point of Provincial nomination to Federal government |
| Post provincial approval and prior to Federal approval (the Province will work with successful applicants): <ul style="list-style-type: none"> a) Federal Aboriginal Consultation and Environmental Assessment Smart Form b) Kml file c) Project Map |
| Following Federal Approval: <ul style="list-style-type: none"> a) Climate Change Lens Assessment (if applicable) |

Step 5: Once the completed application form has been submitted, an automated acknowledgement of receipt and a file number will be emailed to the applicant.

Step 6: Projects will be assessed by the province and nominated for federal government review and approval. **Provincial project nomination to the federal government does not guarantee funding approval.**

Step 7: Applicants will be notified of both successful and unsuccessful projects. Provincial staff will be available to provide feedback for unsuccessful projects, if requested.

Step 8: The province may request that applicants provide assurance that the recipient share of funding to undertake and complete the project has been secured.

Step 9: Successful applicants will be required to obtain a municipal by-law or band council resolution to enter into a TPA for the project with the provincial government.

Step 10: The TPA will require any project-related procurements to be executed through a value-for-money process. Projects must undertake a competitive pricing or tendering process to demonstrate value-for-money. Applicants may be requested by the province to provide:

- Copies of proposals or bids from three (3) bidders;
- Statement indicating selected bidder; and
- Written explanation if the lowest bid is not chosen.

5.3 Timelines

- Applications and all supporting documentations must be submitted through TPON by **4:59 p.m. EST on January 22, 2020.**

Note: applications will not be accepted after this time. All supporting documentation must also be submitted by the deadline to be considered part of the application package. Applicants cannot change the proposed project after the application deadline without the express written consent of the Province. Requests to modify submitted projects will be considered on a case-by-case basis.

- The province will notify applicants if their project has been selected for nomination to the federal government for review and approval in **winter 2020 (estimated)**
- Applicants will be notified of the federal funding decision in **spring 2020 (estimated)**.
- Projects must be completed by **October 31, 2026**.

5.4 Other Federal Requirements

Additional federal government requirements for all sub-streams of the Green Stream are below and must be met in order to receive funding. For additional details, see federal language in Appendix B. Where there may be a discrepancy, the Canada-Ontario Integrated Bi-Lateral Agreement governing ICIP programs prevails.

- Applicants must complete a climate lens assessment for projects with total eligible costs of \$10 million or more. Climate Lens assessments are to be completed and submitted after federal approval of the project.
- While not mandatory, the federal government has asked applicants to report on community employment benefits for projects with total eligible costs of \$10 million or more. Applicants that decide not to report on community employment benefits must provide a rationale which may be posted publicly.
- Applicants must submit an “Aboriginal Consultation (AC) and Environmental Assessment (EA) Smart Form”, which is available through TPON.
- Applicants must adopt a value for money procurement approach.
- Any requests for sole source procurement exemptions will be evaluated on a case-by-case basis and requires **pre-approval** by the federal and provincial governments. **Sole source procurement is not encouraged as approval of this procurement method is not guaranteed.**
- Other federal requirements may need to be met depending on project type and outcomes, as determined by INFC.

6. Assessment Process

6.1 Assessment Criteria

All projects submitted for funding will be assessed by the provincial and the federal government. Ontario will assess projects primarily in relation to the following assessment criteria:

1. Initial Technical Review
2. Critical Health and Safety
3. Funding Need

Note: Additional consideration will be given to joint projects that benefit multiple communities/organizations/First Nations and generate economies of scale.

Upon review, projects approved by the Province will be nominated to the federal government for approval. Projects selected for federal review and approval will be assessed and prioritized based on project requirements and federal assessment criteria. All provincially nominated projects are subject to federal review and approvals.

Criteria 1 – Initial Technical Review

Ontario will conduct a scope, eligibility and technical review of all applications. Projects must meet eligibility requirements and must be technically viable, and achievable in the project timeline noted. Third-parties (i.e. engineers/architects) may be consulted to verify feasibility of proposed timelines.

Criteria 2 - Criticality of health and/or safety risk

Critical health and safety aspects of a project will be evaluated based on technical assessment criteria used for each project type relative to industry standards. Projects with multiple components will be assessed based on their primary project type (e.g., a project deemed to be a wastewater project will only be assessed based on its wastewater components). Applicants are encouraged to read the technical schedules, which are available through TPON to gain an understanding of the specific technical assessment criteria used to evaluate each project type and to help describe the health and safety issues the project will address.

a. Drinking Water Projects (e.g. treatment plants, reservoirs, local pipes, pump stations)

Human health and/or safety issues (including continuity of service) related to water systems will be assessed within the framework of the standards, policies and requirements of the Ministry of the Environment, Conservation and Parks. Aspects that may potentially pose a threat to public health and/or safety, and their critical and imminent levels will be assessed. Project assessment criteria include those related to provincial standards, policies, and the health and safety condition of drinking water assets. For a full list of assessment criteria related to drinking water projects, please refer to the technical schedules for this program intake.

b. Wastewater and Stormwater Projects (e.g. pipes, treatment plants, pumping stations, storage tanks, bioswales)

Human health and/or safety issues (including continuity of service) related to wastewater and stormwater systems will be assessed within the framework of the standards, policies and requirements of the Ministry of the Environment, Conservation and Parks. Aspects that may pose a threat to public health and/or safety and/or environmental protection will be assessed, along with their relative scale, severity and likelihood, will be assessed. Project assessment

criteria include those related to containment of pollutants/sewage, wastewater system failures, and the meeting of specific MECP standards. For a full list of assessment criteria related to wastewater and stormwater projects, please refer to the technical schedules for this program intake.

Note: Projects to extend water and wastewater services into un-serviced or partially-serviced areas without a compelling environmental or health protection rationale, or to increase system capacity primarily to accommodate population growth or commercial and industrial development, are not eligible. New private hookups to municipal infrastructure are also ineligible.

Criteria 3 - Funding need for the proposed project

Projects will be assessed according to their relative funding need, including the cost of the proposed project per person served by the organization's water/ wastewater services, as well as median household income and weighted property assessment per household. Note: for Indigenous communities, proxy values may be applied.

In general, applicants with greater funding need relative to other applicants (i.e., higher project cost per user, lower median household income, lower weighted property assessment per household) will be more competitive in the evaluation process. However, applicants **must demonstrate that they are able to fund their share of all project costs and potential cost over-runs to be eligible for funding.**

6.2 Alignment with Provincial Policies

6.2.1. Asset Management Plan (Municipalities only)

Ontario Regulation 588/17- Asset Management Planning for Municipal Infrastructure, or the Municipal Asset Management Regulation, sets out new requirements for undertaking municipal asset management planning. The regulation will be phased in over a 6-year period, with progressive requirements for municipalities with respect to their strategic asset management policies and asset management plans. Given this phased approach, the proposed project can be developed according to either the Province's 2012 Guide ([Building together: guide for municipal asset management plans](#)) or the [new asset management planning regulation](#).

As part of project reporting requirements, and to remain eligible for funding, successful municipal recipients will be required to:

- Provide a link to the publicly available website where their strategic asset management policy has been uploaded in accordance with the regulation.
- Provide a link to the publicly available website (or confirm it is the same website as above) for their updated asset management plans as regulatory milestones are phased in over the life of the project.

For example, municipalities that have an active project as of July 1, 2021 will be required to submit updated asset management plans developed in accordance with the second phase of the regulation. Additional information on the Regulation can be found in Appendix B.

Recipients will also be required to complete an Asset Management Self Assessment prior to signing their TPA.

6.2.2. Provincial Land-Use Planning

Projects must be aligned with and support provincial priorities and outcomes, as set out in provincial land use policy, provincial land use plans, and municipal official plans and supported by policy direction in the Provincial Policy Statement (PPS).

7. Financial Matters

7.1 Cost-Sharing

The maximum funding from all federal sources to a project that is approved for the Green infrastructure stream funding will not exceed:

- 40% of eligible expenditures for municipalities or other partners, matched at 33.33% by the Province and 26.67% by municipalities or other partners.
- 75% of eligible expenditures for Indigenous Ultimate Recipients, matched at 18.33% by the Province and 6.67% by Indigenous Ultimate Recipients.

Applicants/Recipients are responsible and must pay for all ineligible project costs as well as any potential cost over-runs experienced on a project.

7.2 Funding Maximum

The maximum total eligible cost per project (including contingency funding) for a single applicant is \$3 million.

For projects with multiple applicants (i.e., joint projects), each applicant can apply for up to \$3 million in total eligible costs for the project. For example, a joint project with three eligible co-applicants can submit a project with a combined total eligible cost of up to \$9 million, with the maximum federal-provincial funding amount to be determined by adding together the individual, maximum federal-provincial funding for each.

In the case of a joint application between a municipality under 100,000 and a Conservation Authority who serves more than 100,000, the, funding cap will be determined based on the population of the lead municipality only (i.e. up to a \$3 million project cap instead of \$6 million).

Note: Projects that have a total eligible cost of more than \$10 million must complete a federal climate lens assessment and may be required to report on community employment benefits. See Appendix B for more information.

7.3 Combining Funding from Other Sources

Municipalities may utilize their Ontario Community Infrastructure Fund formula-based allocation towards their municipal contributions.

The federal contribution level is noted above as a maximum regardless of the source of federal funding, except for Indigenous recipients, which may access additional funding for a project up to a maximum of 100% of eligible expenditures from all federal sources, subject to approval by Canada.

7.4 Eligible Project Costs

Project costs are eligible if they are incurred after federal approval. Eligible Expenditures will include the following:

- All costs considered by Canada and Ontario to be direct and necessary for the successful implementation of an eligible project, and which may include capital costs, design and planning, and costs related to meeting specific Program requirements, including completing climate lens assessments and creating community employment benefit plans;
- Costs will only be eligible following project approval, except for costs associated with completing climate lens assessments, which are eligible before project approval, but can only be paid if and when a project is approved by the federal and provincial governments.

7.5 Ineligible Project Costs

The federal government has determined the following costs as ineligible for funding:

- Costs incurred before project approval and all expenditures related to contracts signed prior to project approval, except for expenditures associated with completing climate lens assessments;
- Costs incurred for cancelled projects;
- Costs of relocating entire communities;
- Land acquisition;
- Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;

- Any overhead costs, including salaries and other employment benefits of any employees of the recipient, any direct or indirect operating or administrative costs of recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the recipient's staff, except in accordance with approved incremental costs of employees noted above;
- Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
- Any goods and services costs which are received through donations or in kind;
- Provincial sales tax, goods and services tax, or harmonized sales tax
- any costs eligible for rebates;
- Costs associated with operating expenses and regularly scheduled maintenance work;
- Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
- All capital costs, including site preparation and construction costs, until the federal government has confirmed in writing that environmental assessment and Indigenous consultation obligations have been met and continue to be met. See Appendix B for environmental assessment and Aboriginal consultation obligations.

A more detailed list of eligible and ineligible expenditure categories will be provided in individual project-level TPAs.

7.6 Payments

Funding is claims-based and expenditures will be reimbursed upon review and approval of eligible costs. Reimbursement of claims is based on the cost sharing percentage. The claims format will be outlined in individual contribution agreements.

All costs must be incurred by December 31, 2026. **Recipients are required to keep all receipts/invoices and claims as they are subject to audit by the provincial or federal government.**

Note: A holdback of 10% may be applied to payments under this program. The holdback would be released upon successful completion of all reporting requirements following project completion.

7.7 Contractual Obligations

Each successful applicant will be expected to sign a TPA containing clauses regarding such items as insurance, arm's length requirements, communications (including project signage), obligations with respect to consultations with Indigenous peoples and reporting, in addition to other relevant clauses.

Applicants for joint projects will be required to provide a copy of their partnership agreement.

8. Reporting Requirements

Reporting requirements will be specified in the TPA.

9. Consultations with Indigenous Peoples

The Government of Canada, the Government of Ontario and municipalities may have a duty to consult and, where appropriate, accommodate Indigenous peoples (e.g., First Nation and Métis peoples) where an activity is contemplated that may adversely impact an Indigenous or treaty right.

Before providing funding to a project, the Government of Ontario will assess whether its duty to consult obligations are triggered. The day-to-day, procedural aspects of consultation may be delegated to applicants who may also have their own obligations. Ontario's delegation to proponents of aspects of consultation is a routine practice and the procedural aspects of consultation will be delegated to project proponents. Therefore, it is important that all applicants recognize this process and appropriately plan for this work (e.g., resources, time, etc.) as part of their funding submission. The application form contains preliminary questions to begin considering the potential that a duty to consult obligation may exist.

Consultation requirements may vary depending on the size and location of the project in question, and the depth and scope of the project's potential adverse impacts on Indigenous and treaty rights. For successful applications, the Province will provide further details in writing surrounding specific consultation requirements, including which communities require consultation. Duty-to-consult requirements must be fulfilled prior to commencing the construction process.

10. Further Information

The ICIP team can be reached by telephone at 1-877-424-1300 or by email at ICIPGreen@ontario.ca.

Appendix

A: Outcomes and Indicators

| Outcome Description | Indicator | Unit of Measure |
|--|---|--|
| Increased capacity to treat and manage wastewater and stormwater | Number of wastewater and/ or stormwater assets by type and/or length receiving investment | Number of Assets |
| | Physical condition of the wastewater/ stormwater asset before ICIP investment (baseline) and at project conclusion | Five-point rating scale -Very poor: The asset is unfit for sustained service. Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable. - Poor: Increasing potential of affecting service. The asset is approaching end of service life; condition below standard and a large portion of system exhibits significant deterioration. - Fair: The asset requires attention. The assets show signs of deterioration and some elements exhibit deficiencies. - Good: The asset is adequate. Acceptable, generally within mid stage of expected service life. - Very good: Asset is fit for the future. Well maintained, good condition, new or recently rehabilitated. |
| | Wastewater asset compliance with federal effluent regulations | Number of Assets |
| | Number of high and medium risk wastewater facilities which are addressed through ICIP investment | Number of Assets |
| | Volume of materials diverted by stormwater asset before ICIP investment (baseline) and at project conclusion | Cubic meters per day |
| | Capacity of the stormwater asset to treat wastewater and/ or stormwater before ICIP investment (baseline) and at project conclusion | Cubic meters per day |

Investing in Canada Infrastructure Program – Green Stream
Ontario Program Guidelines

| | | |
|-----------------------------------|---|---|
| Increased access to potable water | Number of drinking water asset(s) by type and/ or length receiving investment | Number of Assets |
| | Physical condition of the drinking water asset(s) before ICIP investment (baseline) and at project conclusion | <p>Five-point rating scale</p> <ul style="list-style-type: none"> - Very poor: The asset is unfit for sustained service. Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable. - Poor: Increasing potential of affecting service. The asset is approaching end of service life; condition below standard and a large portion of system exhibits significant deterioration. - Fair: The asset requires attention. The assets show signs of deterioration and some elements exhibit deficiencies. - Good: The asset is adequate. Acceptable, generally within mid stage of expected service life. - Very good: Asset is fit for the future. Well maintained, good condition, new or recently rehabilitated. |
| | <p>Number of long-term drinking water advisories resolved in non-reserve communities as a result of this project.</p> <p>Note: this outcome information will be captured/requested by applicants who are successful in provincial nomination to the federal government.</p> | |

B. Eligible Asset Types

The following are eligible asset types under the first intake of the ICIP Green Stream:

- **Drinking water assets:**
 - Reservoir
 - Water treatment facilities
 - Pump stations
 - Local water pipes
 - Transmission pipes
- **Wastewater assets:**
 - Wastewater treatment plants
 - Lagoon systems
 - Wastewater pump stations
 - Wastewater lift stations
 - Wastewater storage tanks
 - Linear wastewater assets (e.g. conveyance pipes)
- **Stormwater assets:**
 - Drainage pump stations
 - Management facilities: pond and wetlands
 - Management facilities: all other permitted end-of-pipe facilities and other stormwater control works
 - Linear storm water assets (conveyance pipes/ditches/culverts)

C. Application Package Requirements

Application for ICIP Form

The TPON Application for ICIP – Green Stream Form is required for all project submissions and is where you will provide general information about your project proposal. The form is broken into the following sections:

- a) Instructions
- b) Organization Information
- c) Organization Address Information
- d) Applicant Contact Information
- e) Project Information
- f) Project Financials
- g) Asset Management Plan

- h) Duty to Consult
- i) Procurement
- j) Risks
- k) Climate Lens
- l) Community Employment Benefits
- m) Outcomes
- n) Declaration / Signing

Asset Management Plan (Municipalities Only)

Ontario Regulation 588/17- Asset Management Planning for Municipal Infrastructure, or the Municipal Asset Management Regulation sets out new requirements for undertaking asset management planning. The regulation will be phased in over a 6-year period, with progressive requirements for municipalities with respect to their asset management plans.

Asset Management Phase-in Schedule

| Date | Regulation |
|---------------------|---|
| July 1, 2019 | Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance and other municipal planning activities. |
| July 1, 2021 | Date for municipalities to have an approved asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management systems) that identifies current levels of service and the cost of maintaining those levels of service. |
| July 1, 2023 | Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service. |
| July 1, 2024 | Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities. |

Recipients will also be required to complete an Asset Management Self Assessment prior to signing their TPA. For more information about asset management planning, as well as tools and supports available to help municipalities develop and improve their plans, please visit the <http://www.ontario.ca/assetmanagement>.

Climate Lens Assessment

A Climate Lens assessment is required to be submitted for projects that have a total eligible cost of \$10 million or more **after federal government approval of the project**. In addition to providing the information requested in Section K) of the Application for ICIP – Green Stream

form, applicants must also submit a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. These assessments must use the methodologies developed by the federal government. For more information please view Infrastructure Canada's [Climate Lens General Guidance](#).

Community Employment Benefits

Projects that have a total eligible cost of \$10 million or more are required to report on community employment benefits provided to at least three federal target groups (apprentices - from traditionally disadvantaged communities, Indigenous peoples, women, persons with disabilities, veterans, youth, new Canadians, or small-medium-sized enterprises and social enterprises). Initial information is completed in section L) of the Application for ICIP – Green Stream form. Visit the [Community Employment Benefits General Guidance](#) webpage for more information. Additional details on this reporting will be provided to recipients when applicable.

Aboriginal Consultation (AC) & Environmental Assessment (EA)

As part of the application process for funding, Applicants are required to complete the *ICIP: Aboriginal Consultation (AC) and Environmental Assessment (EA) Smart Form* to determine if there are any federal environmental assessment requirements that could apply to the project. In addition, the information provided will be used by the federal government to determine if there is a requirement to consult with Indigenous Groups. The ACEA Smart Form is available through TPON.

For questions about the form please contact Infrastructure Canada at:
INFC.AboriginalConsultEnv-Consultautochtonesenv.INFC@canada.ca

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Financial Services
Division: Purchasing
Report Number: 2020-228-Financial Services
Prepared By: Nicole Robertson, Supervisor
Meeting Date: January 13, 2020
Subject: 19-T70 Landfill Gas Flaring System

Purpose

To obtain costing for the supply and installation of a Landfill Gas Flaring System at the Corporation's Waste Disposal Site.

Recommendation

That Tender 19-T70 be awarded to Black & McDonald Limited, from Ottawa, Ontario, at the total bid price of \$1,557,714.93 (net cost to the Corporation - \$1,407,743.99) being the best bid meeting the tender specifications.

Financial Implications

The Corporation has budgeted \$1,200,000 in the Capital Budget for this project. The project is being financed and it is recommended that the outstanding amount of \$207,743.99 also be financed.

Strategic Priority Implications

This capital project will decrease odours and greenhouse gas emissions to the environment providing a healthy community, effective services, and infrastructure.

Background / Discussion

The Landfill site located at 2590 Cornwall Centre road currently operates a flaring facility which, through a series of underground piping infrastructure, collects and flares the methane and other harmful odorous gases released as a result of the decomposition of waste materials. The current flaring facility, constructed in 1985, had a life expectancy of 25 years. The facility, now 35 years old, requires replacement in order to continue to effectively and efficiently capture and flare off gases generated by the landfill.

As part of the 2018 Capital budget, Council approved the replacement and relocation of the flaring facilities. Following Council approval, Administration commenced the application process to obtain an Environmental Compliance Approval (ECA) amendment from the Ministry of Environment, Conservation, and Parks (MECP). The approval process by the MECP took much longer than originally anticipated, as the MECP requested specific changes to landfill operations and procedures. Meeting specified MECP requirements resulted in delay of the design and tendering of the facility until late 2019. The two year delay in obtainment of the MECP ECA has contributed to this project cost exceeding the original 2018 budget.

The new facility, which will be located closer to the active waste mound, is anticipated to capture and flare landfill gas more effectively and efficiently than the old facility. These increased efficiencies will ensure the City continues to operate within the parameters cited in the landfill's Provincial Certificate of Approval while also decreasing odours and greenhouse gas emissions to the environment.

The following tenders were received and opened by Purchasing Services on December 18, 2019:

Black & MacDonald Limited, Ottawa, Ontario

| | |
|------------------|----------------|
| Bid Price: | \$1,334,261.00 |
| HST: | \$173,453.93 |
| Contingency: | \$50,000.00 |
| Total Bid Price: | \$1,557,714.93 |



W.S. Nicholls Construction Incorporated, Cambridge, Ontario

Bid Price: \$2,518,615.53

HST: \$327,420.02

Contingency: \$50,000.00

Total Bid Price: \$2,896,035.55

Minor mathematical adjustments were required on the submission from W.S. Nicholls Construction Incorporated.

| | |
|----------------------|--|
| Document Title: | Tender 19-T70 Landfill Gas Flaring Facility - 2020-228-Financial Services.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Nicole Robertson - Jan 7, 2020 - 4:19 PM

Bill de Wit - Jan 7, 2020 - 4:44 PM

Tracey Bailey - Jan 7, 2020 - 7:02 PM

Maureen Adams - Jan 7, 2020 - 9:36 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
New Business

Department: Council Members
Report Number: 2020-06-Council Members
Meeting Date: January 13, 2020
Subject: Creation of Remote Worker Attraction Strategy

Justin Towndale

Proposed by: Councillor

Todd Bennett

Seconded by: Councillor

Whereas remote working is a high tech, and high skills sector primed for growth;
and

Whereas the majority of remote workers are young adults; and

Whereas Cornwall is a prime location to attract remote workers; and

Now therefore be it resolved that a report containing a strategy to attract and retain remote workers be prepared by our Economic Development Department and be presented to Council for the February 24th, 2020 meeting.

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-001

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
By-law Number: 2020-001
Report Number: 2020-247-Infrastructure and Municipal Works
Meeting Date: January 13, 2020
Subject: Brookdale Avenue North- CNR Crossing Agreement – By-Law

Whereas the City of Cornwall is extending sanitary sewer to the Brookdale Avenue North catchment area; and

Whereas the sanitary sewer and sanitary forcemain must cross the CN mainline which requires an agreement with CN to construct the pipe in accordance with standards and requirements as set out by CN and the Railway Safety Act.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. Enter into a Standard Pipe Crossing Agreement with the Canadian National Railway Company (CN) for the installation of a sanitary sewer and forcemain on Brookdale Avenue North at CN Mile 68.95 of the Kingston Subdivision; and

2. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this Agreement.

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

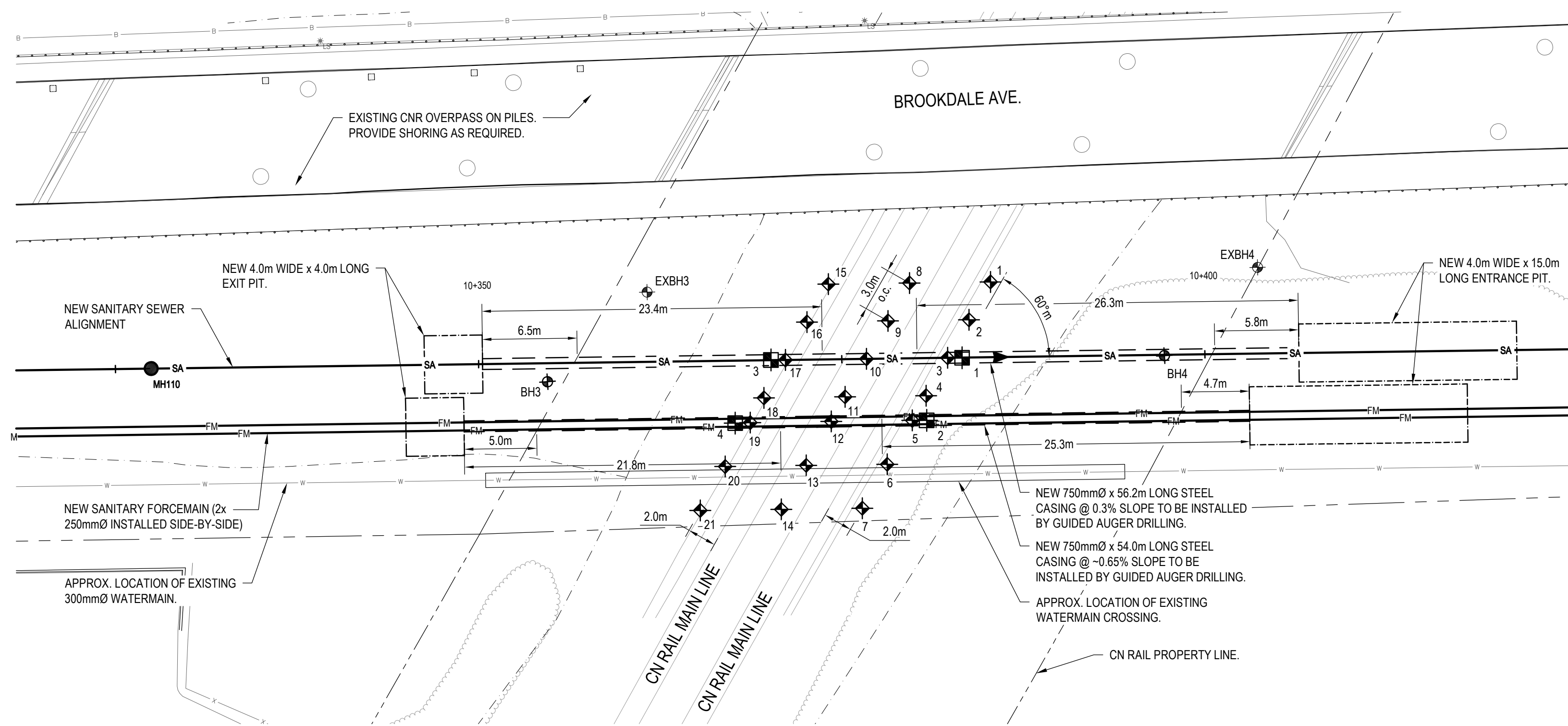
Report Approval Details

| | |
|----------------------|---|
| Document Title: | Brookdale Avenue North - CNR Crossing Agreement - By-Law - 2020-247-Infrastructure and Municipal Works.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

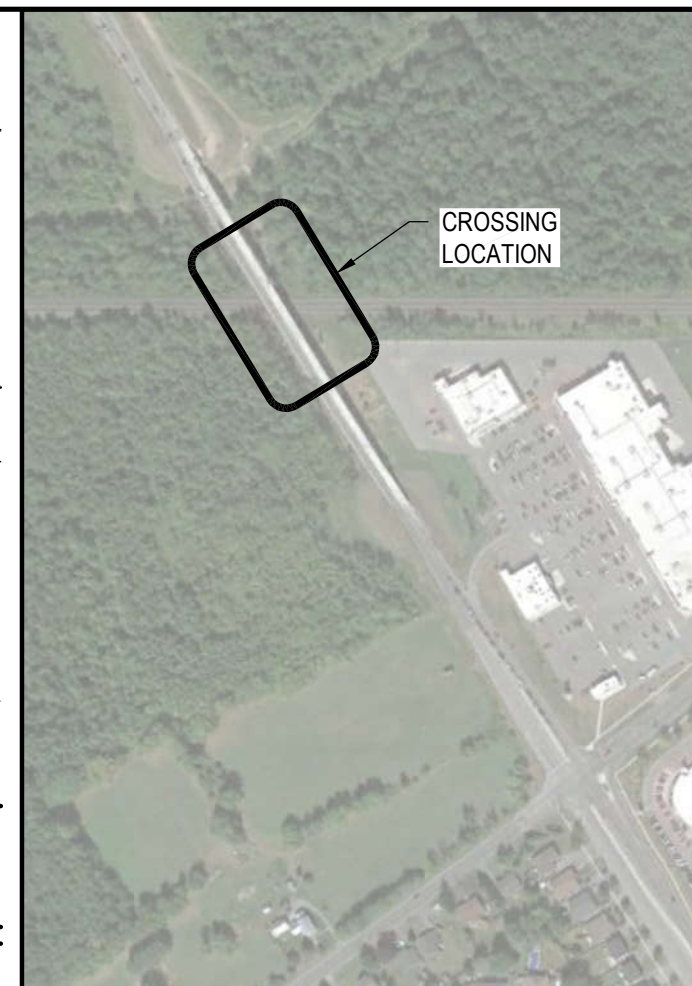
This report and all of its attachments were approved and signed as outlined below:

Bill de Wit - Jan 7, 2020 - 6:14 PM

Maureen Adams - Jan 7, 2020 - 9:29 PM



KEY PLAN
SCALE: 1:5000



SETTLEMENT MONITORING NOTES:

1. SURFACE SETTLEMENT MONITORING POINTS ARE TO CONSIST OF PLATES WITH RODS INSTALLED BELOW THE FROST DEPTH (1.8m) AND EXTENDING NO HIGHER THAN THE TOP OF RAILROAD TIES.
2. DEEP SETTLEMENT MONITORING POINTS SHALL BE INSTALLED IN PRE-AUGERED HOLES TO A DEPTH OF 1.0m ABOVE THE CASING OBVERT, AND SHALL CONSIST OF CONTINUOUS STEEL RODS INSERTED INTO A 0.3m THICK CEMENT GROUT INSTALLED AT THE BOTTOM OF THE HOLE AND CAPPED WITH MIN. 0.3m SAND. AT THE TOP OF THE SAND, STEEL ROD SHOULD BE ENCASED IN A PLASTIC SLEEVE, AND THE SPACE BETWEEN THE SLEEVE AND THE HOLE GROUTED WITH BENTONITE OR CEMENT. STEEL ROD SHALL EXTEND NO HIGHER THAN THE TOP OF RAIL ROAD TIES.
3. MONITORING POINTS ARE TO BE SURVEY USING A LEVEL ACCURATE TO 1mm (OR LESS) AND BY A LICENSED SURVEYOR.
4. MONITORING FREQUENCY SHALL BE AS FOLLOWS:
 - a. PRIOR TO TUNNELING: BASELINE SURVEY CONSISTING OF TWO SETS OF INITIAL READING, ONE DAY APART.
 - b. DURING TUNNELING: THREE SETS OF READING PER DAY (EVERY 3-4 HOURS)
 - c. POST-TUNNELING: ONE SET OF READING PER DAY FOR ONE WEEK, THEN ONE SET OF READINGS PER WEEK FOR ONE MONTH.
5. SUBMIT READING TO CN RAIL DAILY, SHOWING COMPARISON TO BASELINE READING AT ALL MONITORING POINTS.
6. CN RAIL AND ENGINEER MUST BE NOTIFIED IMMEDIATELY IF MOVEMENT AT ANY MONITORING POINT EXCEEDS 5mm.
7. CN RAIL AND ENGINEER MUST BE NOTIFIED IMMEDIATELY IF WORK MUST STOP IMMEDIATELY IF MOVEMENT AT ANY MONITORING POINT EXCEEDS 10mm. PRE-PLANNED RESPONSE ACTION MEASURES TO SECURE THE SITE AND TO MITIGATE FURTHER MOVEMENT IS TO BE IMPLEMENTED.

LEGAL DESCRIPTION

PART OF WEST HALF OF LOT 12,
CONCESSION 3,
CITY OF CORNWALL, COUNTY OF STORMONT

RAILWAY SUBDIVISION & MILEAGE
KINGSTON SUBDIVISION, MILE 68.95

NOTES:

1. CONTRACTOR TO VERIFY LOCATION OF ALL BURIED SERVICES PRIOR TO START OF CONSTRUCTION.
2. TOPOGRAPHIC INFORMATION PROVIDED BY .
3. ELEVATIONS SHOWN ON THIS PLAN ARE GEODETIC.
4. ALL DISTURBED AREAS TO BE REINSTATED WITH TOPSOIL AND SOD UNLESS OTHERWISE NOTED.
5. INSULATE FORCEMAINS AS PER 3/C4.1 WHEN 2.0m COVER CANNOT BE ACHIEVED.
6. PROVIDE SAFETY PLATFORM AS PER OPSD 404.020/C5.2 IN MAINTENANCE HOLES WHEN STRUCTURE DEPTH EXCEEDS 5.0m.
7. INSTALL SANITARY LATERALS AT MINIMUM SLOPE OF 1.0% AND MAXIMUM SLOPE OF 8.0% UNLESS OTHERWISE NOTED.
8. INSTALL SANITARY LATERALS ACROSS BROOKDALE AVENUE USING TRENCHLESS METHODS.
9. CONTRACTOR IS TO REPLACE ANY ASPHALT, CURB, GUTTER, OR SIDEWALK DAMAGED BY THE WORK. NO PAYMENT WILL BE MADE FOR REINSTATEMENT OF DAMAGED AREAS OUTSIDE THE IMMEDIATE WORK AREA AND/OR DUE TO LACK OF CARE FROM THE CONTRACTOR.
10. CONSTRUCTION AND MAINTENANCE TO BE IN ACCORDANCE WITH TRANSPORT CANADA STANDARDS RESPECTING PIPELINE CROSSING UNDER RAILWAYS.
11. CONTRACTOR TO COORDINATE WITH CN RAIL TO ARRANGE FOR FLAGGING.

CASING PIPES:

INSIDE DIA. = 725mm
OUTSIDE DIA. = 750mm
MIN. WALL THICKNESS = 12.7mm
LENGTH = 56.2m & 54.0m
MIN. YIELD STRENGTH = 240 MPA
MATERIAL = STEEL
PROTECTION = NIL

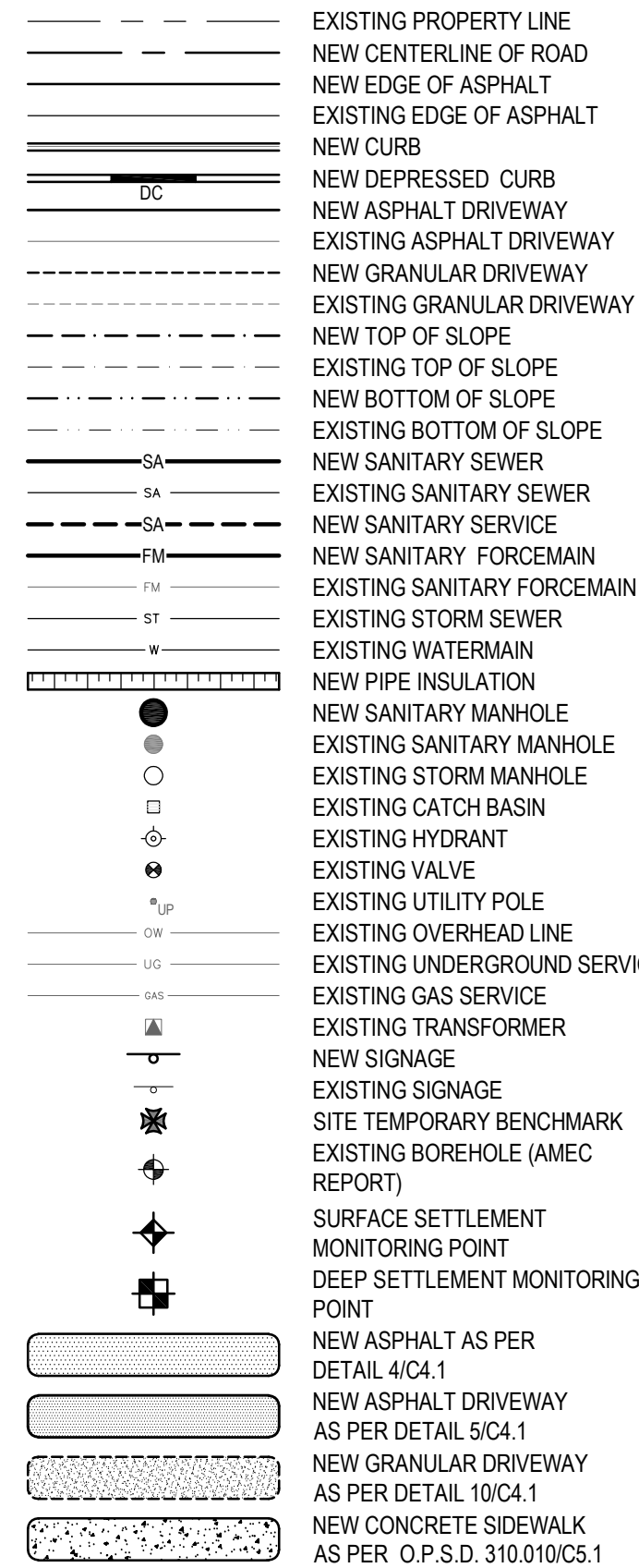
CARRIER PIPE 1 (GRAVITY SEWER)

SPEC. = PVC SDR 35
CONTENTS = SEWAGE (GRAVITY)
INSIDE DIA. = 447.8mm
WALL THICKNESS = 13.6mm
OPER. MAX. PRESSURE = N/A

CARRIER PIPE 2 & 3 (FORCEMAINS)

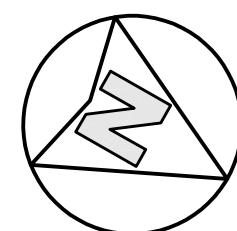
SPEC. = PVC DR21
CONTENTS = SEWAGE (PUMPED)
INSIDE DIA. = 245mm
WALL THICKNESS = 14mm
OPER. MAX. PRESSURE = 362 kPa/689 kPa

LEGEND:



| | | |
|------------|-----|------------------------|
| 2019/12/03 | 2 | ISSUED FOR ADDENDUM #1 |
| 2019/11/18 | 1 | ISSUED FOR TENDER |
| DATE | No. | REVISION |

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CLIENT:

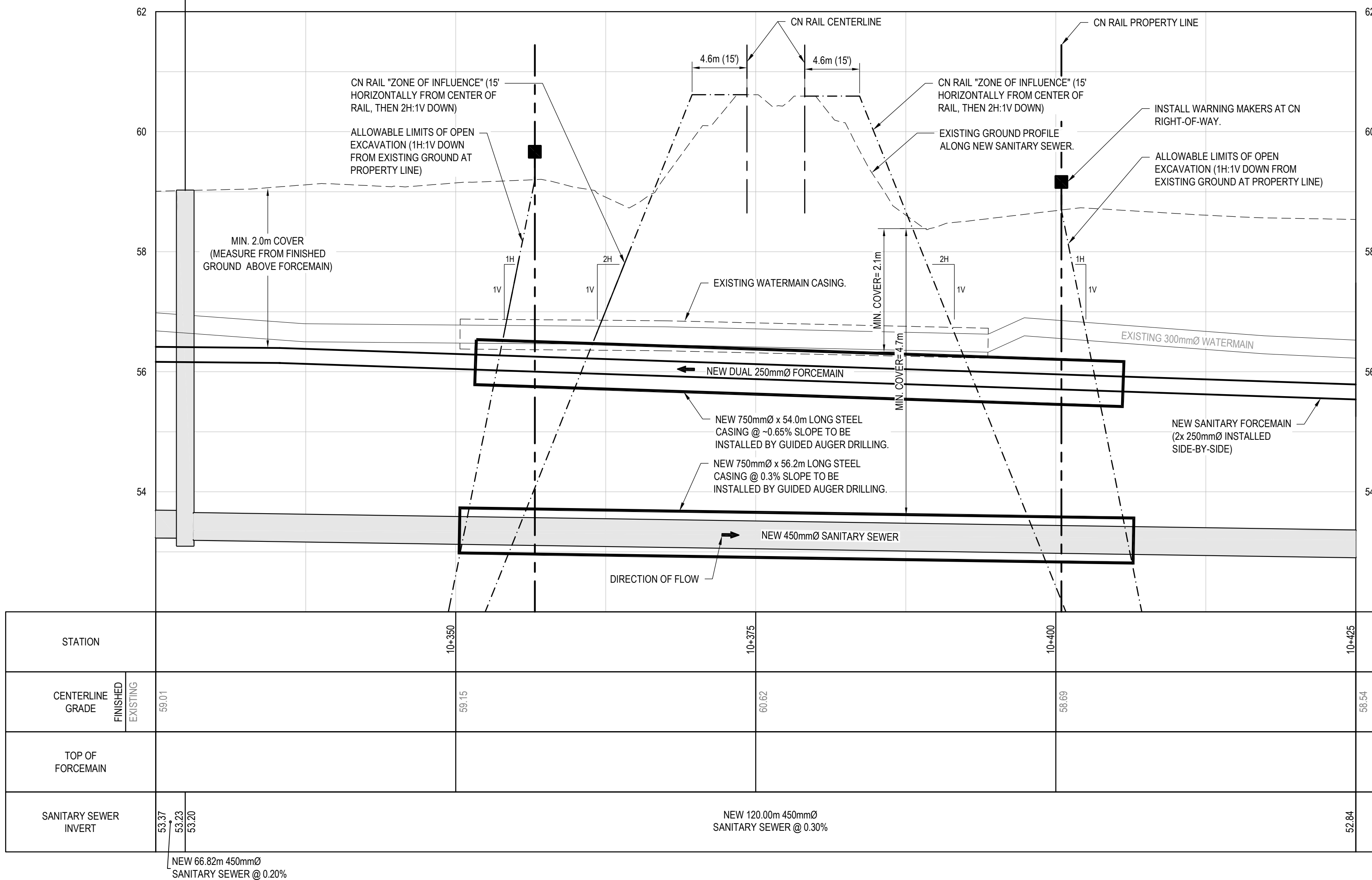
Cornwall
ONTARIO CANADA

PROJECT:

**BROOKDALE AVENUE
SANITARY SERVICING**

TITLE:
**ALTERNATE PLAN AND PROFILE @
CN CROSSING ON BROOKDALE
AVE. FROM STA 10+325 -10+425**

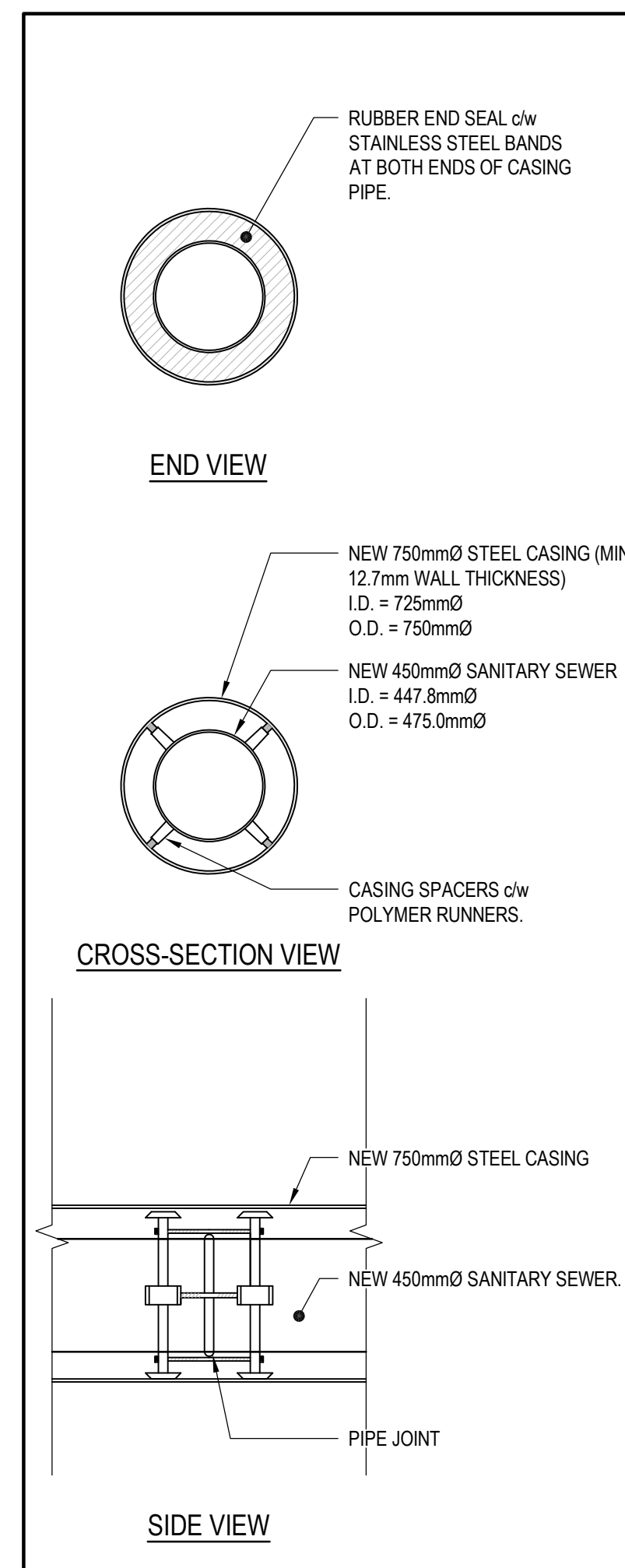
| | |
|---------------------------|---------------------|
| SCALE: H:1/250, V:1/50 | JOB NO: 19006 |
| DESIGNED BY: F.L. | DATE: 2019/10/17 |
| DRAWN BY: K.B.W. | DRAWING NO. |
| CHECKED BY: J.E. | C2.5B |



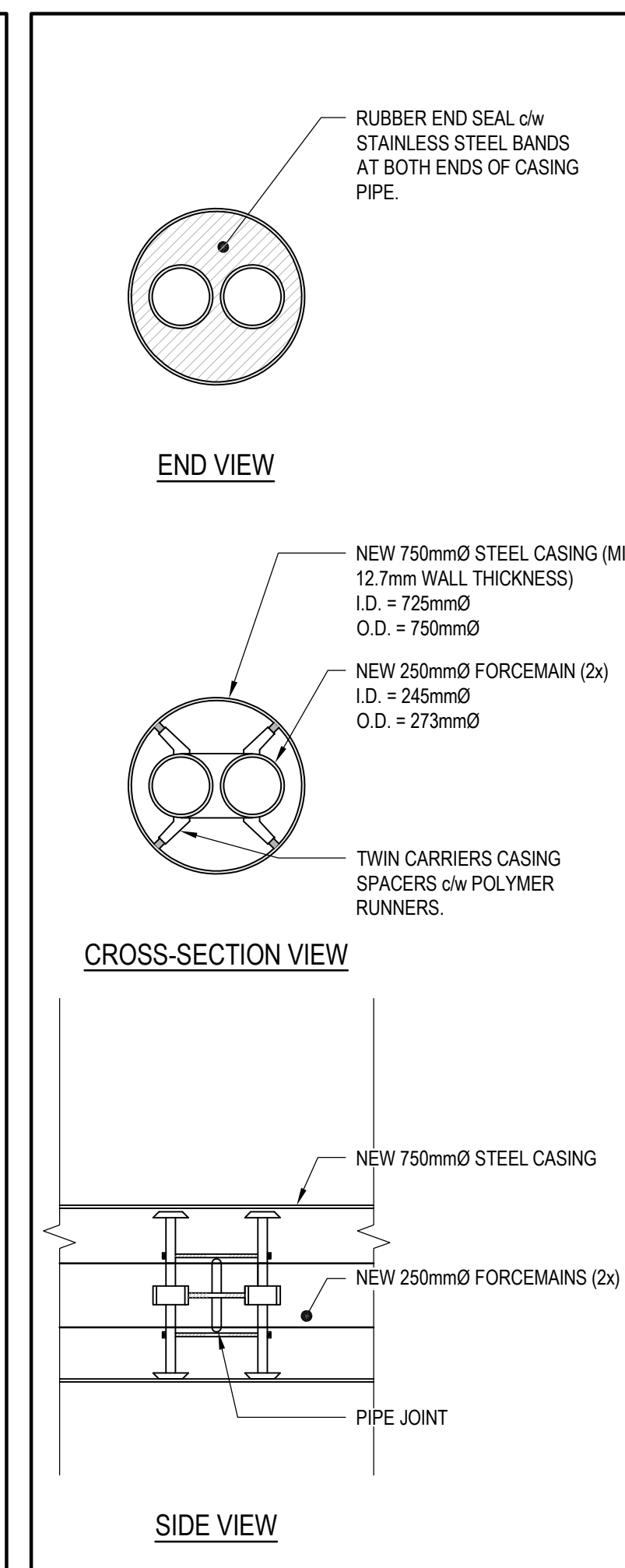
| STATION | 10+350 | 10+375 | 10+400 | 10+425 | STATION |
|-----------------------|-------------------------|--------|--------|--------|---------|
| CENTERLINE GRADE | 59.01 | 59.15 | 60.62 | 59.63 | 58.54 |
| TOP OF FORCEMAIN | | | | | |
| SANITARY SEWER INVERT | 53.37 53.23 53.20 | | | | 52.84 |

NEW 66.82m 450mmØ
SANITARY SEWER @ 0.20%

NEW 120.00m 450mmØ
SANITARY SEWER @ 0.30%



1 SANITARY SEWER CROSSING
SCALE: N.T.S.



2 FORCEMAIN CROSSING
SCALE: N.T.S.

Railway File: GLD-19-391 / UGP-KNG-68.95

Applicant File: C2.5

Standard Pipe Crossing Agreement No.: _____

THIS AGREEMENT entered into at _____, Province of _____, this _____ day of _____, 2019.

BETWEEN: **CANADIAN NATIONAL RAILWAY COMPANY**, a corporation
having its head office at 935 de la Gauchetière Street West,
Montreal, Quebec H3B 2M9

(hereinafter the "Railway")

AND: **CITY OF CORNWALL**
1225 Ontario Street,
Cornwall, ON K6H 5T9

(hereinafter the "Applicant")

WHEREAS the Railway hereby grants the Applicant the right and privilege to install, use and maintain a 1524mm steel casing containing 1x250mm forcemain and 1x450mm sanitary sewer, within the Railway's right-of-way, at Mile 68.95, on the Kingston Subdivision (hereinafter the "works"), in the City of Cornwall, Province of Ontario, as shown on Plan(s) No. C2.5, dated/revised 2019/12/03 (hereinafter the "Plan(s)"), attached hereto as Appendix A and forming an integral part hereof.

NOW THEREFORE THIS AGREEMENT WITNESSES THAT, in consideration of the mutual covenants and agreements herein and subject to the terms and conditions set out in this Agreement, the parties agree as follows:

1. The Applicant will carry out the work as shown on the Plan(s) and in accordance with Railway requirements respecting safe railway operations, and no works shall proceed until the Agreement has been signed and the Plan(s) has/have been approved by the Railway.
2. The works shall be constructed and at all times maintained in accordance with the *Railway Safety Act* and regulations, plans or specifications in force, adopted or approved by Transport Canada respecting pipe crossings under Railways, including the latest *Standards Respecting Pipeline Crossings Under Railways, TC E-10*, attached hereto as Appendix B and forming an integral part hereof, as amended from time to time, and any subsequent replacement document, according to the plans and specifications approved by the Railway.

Initials:

Railway _____

Applicant _____

Page 1

3. No maintenance work shall be done without first obtaining the Railway's consent.
4. Under certain circumstances, before giving its permission to proceed to any work, the Railway may, at its discretion, assign an inspector to supervise the work to take place on its property. While so engaged, the inspector's wages and expenses will be chargeable to the Applicant and shall be paid by the Applicant immediately upon request by the Railway.
5. All costs associated with the construction, the replacement, the use and the maintenance of the works, including flagging, location of underground cables and engineering fees, shall be paid by the Applicant.
6. Should it become necessary or expedient for the purposes of repair or improvement on the said Railway that the works be removed, relocated or modified, the Applicant shall, at its risk and expense, comply with the request of the Railway, failing which the Railway shall have the right to execute or have executed, at the risk and expense of the Applicant, any work required to remove, relocate or modify the said works.
7. In addition to any other amounts payable by the Applicant pursuant to this Agreement, as compensation for the rights and privileges herein granted and until clause 13 is invoked, the Applicant shall immediately pay a non-refundable one-time lump sum of \$2,200, plus the applicable H.S.T. All sums payable pursuant to this clause shall be payable to the order of the Railway, care of its authorized representative, at such address as the authorized representative shall provide.
 - 7.1. The Applicant shall also pay all taxes, rates and assessments of any other nature that may be levied from time to time during the course of this Agreement against the Railway's property as a result of the works constructed by the Applicant. The Railway's G.S.T. Registration Number is R100768779.
8. The Applicant shall indemnify and hold harmless the Railway from any losses, liens, damages, liability, and expenses ("Damages") incurred by the Railway arising from the Applicant's, or its employees, agents, contractors or sub-contractors', breach of its obligations or warranties under this Agreement; any third party claims associated with or arising under this Agreement; or the Applicant's access to the Railway's or the Railway's affiliates' premises. In the event that the Railway has incurred Damages, the Railway shall notify the Applicant and the Applicant shall indemnify the Railway for the Damages and defend and hold harmless the Railway against any third party legal claims associated with the Damages. No third party claim may be settled without the consent of the Railway, which consent shall not be unreasonably withheld.
9. The Applicant shall immediately carry out all measures which the Railway, in its sole discretion, considers necessary to keep the works free and clear of all environmental contaminants or residue (hereinafter referred to as "Environmental Contamination") resulting from the Applicant's occupation or use of the Railway's premises (hereinafter the "Premises"), such condition to be confirmed (at the option of the Railway and at the sole expense of the Applicant) by a post-termination environmental inspection/audit of the Premises to be carried out by the Railway. The Applicant shall be solely responsible for the cost of all work carried out to correct any Environmental Contamination which occurs on the Premises, or which occurs on other lands as a result of the Applicant's occupation or use of the Premises.

Initials:

Railway _____

Applicant _____

- 9.1. Notwithstanding the foregoing, in the event that the Railway, at any time, suspects that a potential source of Environmental Contamination may be either present on the Premises or at risk of escaping from or onto the Premises to or from the adjoining lands, the Railway shall have the right to enter upon the Premises, at all reasonable times and from time to time, in order to inspect the Premises and conduct or require the Applicant to conduct, at the Applicant's expense, such tests as may be required to verify the condition of the Premises. The Applicant shall, at its expense, take any and all action as shall be required to prevent such Environmental Contamination from occurring or escaping from or onto the Premises.
- 9.2. The Applicant shall be responsible to notify the Railway of all Environmental Contamination that the Applicant suspects is occurring on or escaping onto the Premises from adjacent lands or resulting from third party occupation.
- 9.3. If the Applicant fails to correct any Environmental Contamination to the satisfaction of the Railway and any public authority having jurisdiction, the Railway may have such work performed by its employees or agents. The Railway may charge the Applicant from time to time for all the costs incurred by the Railway in correcting such Environmental Contamination, plus fifteen per cent (15%) for overhead, and the Applicant shall pay the Railway's invoice or invoices for such costs within ten (10) days of receipt of each invoice. In the event such remedial work is carried out by any public authority, the cost of such work shall be borne by the Applicant.
- 9.4. The Applicant shall comply with the provisions of any federal, provincial or municipal laws applicable to the Premises with respect to maintaining a clean environment. If any public authority having jurisdiction with respect to environmental protection or fire protection requires the installation of equipment or apparatus on the Premises to improve the environment or to improve fire protection facilities, then the Applicant shall promptly install such equipment or apparatus or take such measures as may be required by such public authority. The Applicant shall be solely responsible for the cost of all work carried out to comply with the requirements of a public authority.
- 9.5. Upon the termination of this Agreement, the Applicant shall leave the Premises in a clean and tidy condition, free of any Environmental Contamination resulting from or occurring during the Applicant's occupation or use of the Premises. If the Applicant has installed any facility on or under the Premises, the Applicant shall remove such facility, subject to the provisions of clause 15. The Applicant shall have the burden of proving that any Environmental Contamination has not resulted from or occurred during its occupation or use of the Premises.
- 9.6. The responsibility of the Applicant to the Railway with respect to the environmental obligations contained herein shall continue to be enforceable by the Railway notwithstanding the termination of this Agreement.
10. The Applicant shall, at its sole expense, provide and maintain in full force and effect during the term of this Agreement, and for any subsequent renewal term, insurance coverage as follows:
- 10.1. Commercial General Liability, in the amount of no less than 10 million dollars (\$10,000,000) per occurrence, combined single limit for bodily/personal injury (including death), or for damage to

Initials:

Page 3

Railway _____

Applicant _____

or destruction of property (including loss of use) caused by accident or occurrence. This policy shall name the Railway as an additional insured and shall contain a cross-liability clause.

- 10.2. The Applicant shall provide the Railway with proof of insurance in the form of an insurance certificate, which certificate shall detail the coverage requirements and shall obligate the insurers to give the Railway a thirty (30) day prior written notice of cancellation or non-renewal, or of any material change affecting the coverage provided therein.
11. The Applicant's property, and any other person's property, shall, while located on the Railway's premises to fulfill any obligation covered by the present Agreement, be deemed to be there at the risk of the Applicant as to damages, loss or theft attributable to any cause whatsoever.
12. This Agreement is binding upon the respective employees, agents, successors and representatives of the Railway and the Applicant; however, the Applicant may not assign or transfer this Agreement, in whole or in part, or any of the rights and privileges resulting therefrom, without the prior written consent of the Railway. Said consent may not be unreasonably withheld.
13. This Agreement will continue in force from the date hereof to its termination by either party, at any time, by giving a written notice to the other party at least thirty (30) days prior to the proposed date of termination. In the event of any failure by the Applicant to comply with any provisions of this Agreement, and upon the Applicant being notified in writing by the Railway alleging such failure and failing to remedy the failure within (thirty) 30 days of receiving such notice, the Agreement will be forthwith terminated upon receipt of written notice of termination. In either case, it is understood that the Railway will not reimburse the Applicant for any monies paid in advance under the provisions of this Agreement.
14. Unless otherwise specified, all notices, accounts, statements, reports, documents or instructions to be given by any party under the terms of this Agreement must be given in writing at the following address:

FOR THE RAILWAY:
CANDIAN NATIONAL RAILWAY COMPANY
1 Administration Road, Concord, Ontario

Attention: Contracts Department
Facsimile: 905-760-5010

FOR THE APPLICANT:
CITY OF CORNWALL
1225 Ontario Street, Cornwall, ON K6H 5T9

Attention: Michael Fawthrop
Facsimile: 613-932-8891

Initials:

Railway _____

Applicant _____

Page 4

Notice shall be sufficiently given if delivered by courier or facsimile, or if mailed by prepaid registered mail to the above address or to such other place as may be specified in writing. Any notice or other document, if delivered by courier or facsimile, shall be deemed to have been given or made on the date delivered or the date that a confirmation of receipt of the facsimile was recorded by the sender, and if mailed, on the third business day following the date on which it was mailed. In the event of an actual or imminent disruption of postal service in Canada, the notice shall be delivered by courier.

15. At the expiry of the present Agreement or, in the case of cancellation of the Agreement within the period determined in writing by the Railway, the Applicant will, at its risk and expense, remove from the Railway's property all works constructed under this Agreement, as well as all material not belonging to the Railway, except for the metal casing which will remain in place in perpetuity. As for the pipe installed inside the metal casing, the Applicant will, at its discretion, have the option of either leaving the pipe or removing it. The Applicant will be required to fill the casing and any pipes left within with cement and restore the Railway's property to the satisfaction of the Railway. Should the Applicant fail to comply with the requirements of this clause, the Railway reserves the right, at its discretion, to do the work that the Applicant should have done in accordance with this clause, or to have the work done, at the risk and expense of the Applicant. Under such circumstances, all the material located on the Railway's property shall become the property of the Railway, without compensation to the Applicant and without prejudice to the Railway's right to recourse against the Applicant for compensation for any costs or damages incurred by the Railway as a result of the Applicant's default.
16. The Applicant shall not, at any time and in any way, impede the operation, the maintenance or the enjoyment of the Railway's property by the Railway and its representatives. If the Railway deems, at its discretion, that the work being undertaken or the method used to undertake the work will impede the Railway in any way, the Railway may order the work stopped, recommend a different methodology, require that adequate protective measures be taken and generally impose any measures or any combination of measures that the Railway may deem necessary under the circumstances. The Applicant will comply with the requirements of this clause, at its risk and expense and without recourse against the Railway except for damages, if justified.
17. The Applicant agrees not to register this Agreement or to file or register any caveat or other encumbrance based on this Agreement against the title for the said Works without first obtaining the written consent of the Railway.
18. This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario, and all applicable federal laws and regulations.
19. The parties agree to settle disputes by way of negotiations. Should negotiations fail, the parties agree that any dispute relating to the wording and interpretation of the clauses in this Agreement will be resolved in accordance with the Arbitration Act of the Province in which the works are located.
20. The preamble to this Agreement and all of its Appendices form an integral part of the Agreement.

Initials:

Railway _____

Applicant _____

Page 5

IN WITNESS WHEREOF the parties hereto have executed these presents as of the day and year first above written.

CANADIAN NATIONAL RAILWAY COMPANY

Signed in the presence of:

Witness Signature

Signature

Witness Name [please print]

Name [please print]

Date

Title [please print]

Date

CITY OF CORNWALL

Signed in the presence of:

Witness Signature

Signature

Witness Name [please print]

Name [please print]

Date

Title [please print]

Date

Initials:

Railway

Applicant

Page 6

PLAN(S)

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
Report Number: 2020-248-Infrastructure and Municipal Works
Prepared By: Michael Fawthrop, Division Manager
Meeting Date: January 13, 2020
Subject: Brookdale Ave. North – CNR Crossing Agreement –
Explanatory Note

Purpose

To obtain Council's approval to enter into a Standard Crossing Agreement with the Canadian National Railway (CNR) Company for the installation of a sanitary sewer and forcemain on Brookdale Avenue North.

Background / Discussion

As part of the Brookdale Avenue North Sanitary Sewer Extension project, the City must install a sanitary sewer and sanitary forcemain beneath the CNR mainline which requires that an agreement be entered into with CNR to construct the pipe in accordance with the standards and requirements as set out by CNR and the Railway Safety Act. The proposed sanitary sewer and forcemain crossing drawing is attached for reference as well as a draft copy of the Crossing Agreement.

Report Approval Details

| | |
|----------------------|--|
| Document Title: | Brookdale Ave. North - CNR Crossing Agreement - Note - 2020-248-IMW.docx |
| Attachments: | - 19006-C2-5B.pdf - Pipe Crossing Agreement - UGP-KNG-68.95.pdf |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Bill de Wit - Jan 7, 2020 - 6:18 PM

Maureen Adams - Jan 7, 2020 - 9:28 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-002

Department: Infrastructure and Municipal Works
Division: Municipal Works
By-law Number: 2020-002
Report Number: 2020-253-Corporate Services
Meeting Date: January 13, 2020
Subject: By-law – Amend Parking Restrictions to Traffic and Parking
By-law 069-89

A by-law to amend the Traffic & Parking by-law 069-89, Schedule II, Parking restrictions

Whereas some business and developments in the area require temporarily some on-street parking,

Whereas, allowing parking on one side only can be accommodated.

Now, therefore, be it resolved that the Council of the Corporation of the City of Cornwall enacts as follows:

Pursuant to Sections 8, 9 & 11 of the Municipal Act. and amendments;

Schedule II, (Parking Restrictions) of the Traffic & Parking By-law No. 069-1989 and 082-1990, are amended by repealing thereto the following:

| <u>Highway</u> | <u>Side</u> | <u>Between</u> | <u>Prohibited Times or Days</u> |
|----------------|-------------|--|---------------------------------|
| Second St. W | North | East curb of the main entrance to Domtar and the west limit of Second St. W. | Anytime |

Also

Schedule II, (Parking Restrictions) of the Traffic & Parking By-law No. 069-1989 and 082-1990, are amended by adding thereto the following:

| <u>Highway</u> | <u>Side</u> | <u>Between</u> | <u>Prohibited Times or Days</u> |
|----------------|-------------|---|---------------------------------|
| Second St. W | North | Hoople Ave. and Frontenac St. | Anytime |
| Second St. W | North | Westmooreland Ave. and West limit of Second St.W. | Anytime |

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | By-law - Amend Parking Restrictions - 2020-253-Corporate Services.docx |
| Attachments: | |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Paul Rochon - Jan 8, 2020 - 8:55 AM

Bill de Wit - Jan 8, 2020 - 12:27 PM

Maureen Adams - Jan 8, 2020 - 2:31 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
Report Number: 2020-262-Infrastructure and Municipal Works
Prepared By: Michael Fawthrop, Division Manager
Meeting Date: January 13, 2020
Subject: Amend Parking Restrictions on Second St. W. - Note

Purpose

An explanatory note to By-Law 2020-002 amending the Traffic & Parking By-Law 069-89 to accommodate parking on the north side of Second Street West from Westmoreland Avenue to Frontenac Street whereas area businesses and developments require on-street parking.

Background / Discussion

By-Law 2020-002 on the January 13, 2020, Agenda proposes to amend the Traffic & Parking By-Law 069-89 in order to allow parking on the north side of Second Street West from Westmoreland Avenue to Frontenac Street. Please refer to the attached sketch which identifies the location of the proposed on-street parking on the north side of Second Street West. Due to the recent addition to the Riverdale Terrace Retirement Residence, it was determined that there was a need for on-street parking. Since the construction of the addition began, several vehicles have been parking on both sides of Second Street West. On-street parking on both sides of Second Street West in this area is currently prohibited by the Traffic By-Law and presented a safety issue for vehicular traffic on Second Street West due to the restricted width of the driving lanes. The restricted width of the driving lanes is further exacerbated in the winter due to snow banks.

Following a review by City staff, it has been determined that there is a need for on-street parking in this area and that parking on one-side of the street only can be accommodated. Please refer to the attached sketch which demonstrates a comparison of the available parking on both sides of the street. Administration recommends that on-street parking be provided on the north side of the street for the following reasons:

- 1) The north side will provide more parking directly adjacent to Riverdale Terrace and the local businesses on the north side of the roadway. The available parking on the south side directly adjacent to Riverdale Terrace and the local businesses is limited by the bus bay.
- 2) The majority of the available parking on the south side is to the west closer to Westmoreland Avenue which is much further away from Riverdale Terrace, the local businesses on the north side of the street and a proposed apartment building.
- 3) Vehicular traffic visiting the retirement home and/or local businesses are predominantly traveling west on Second Street West; therefore, providing parking on the north side will not require traffic to turnaround to park on Second Street West.

If the By-Law is approved, City staff will proceed to install No-Parking signs on the south side of Second Street West.

Report Approval Details

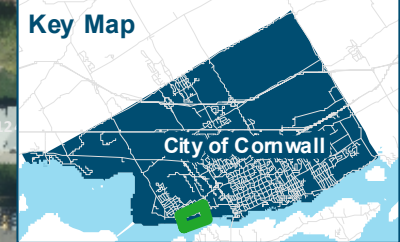
| | |
|----------------------|---|
| Document Title: | Note - Amend Parking Restrictions on Second St. W. - 2020-262-IMW.docx |
| Attachments: | <ul style="list-style-type: none"> - SecondStreetWest_ParkingRestrictions.pdf - SecondStreetWest_ParkingRestrictions-Spaces.pdf |
| Final Approval Date: | Jan 10, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Bill de Wit - Jan 10, 2020 - 12:17 PM

No Signature - Task assigned to Maureen Adams was completed by workflow administrator Manon L. Levesque

Maureen Adams - Jan 10, 2020 - 1:38 PM



No Parking on
South Side of Second St. W.

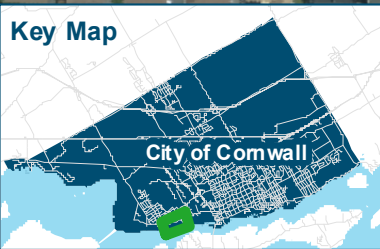
Parking Permitted on
North Side of Second St. W.

Riverdale
Terrace
Property

Parking - Second Street West

0 20 40 Meters





**Parking Permitted on
North Side of Second St. W.
(30 Spaces)**

**No Parking on
South Side of Second St. W.
(29 spaces)**

**Riverdale
Terrace
Property**

(Bus Stop)

Parking - Second Street West

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-003

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
By-law Number: 2020-003
Report Number: 2020-252-Infrastructure and Municipal Works
Meeting Date: January 13, 2020
Subject: A By-law to authorize the City of Cornwall to assume the municipal services constructed under the terms of the Subdivision Agreement for Pinewood Forest Subdivision, Phase 1, being Part of Lots 27, 28, 29, and 30, Registered Plan 182, in the City of Cornwall

Whereas The Corporation of the City of Cornwall has now received all documentation and deliverables as specified in the Subdivision Agreement for Pinewood Forest Subdivision, Phase 1, dated January 21, 2014.

Whereas the Developer, Camitzzy Inc., had now met all obligations under this agreement; and

Whereas the Corporation wishes to assume the municipal services constructed under the terms of the Subdivision Agreement.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. That the City of Cornwall assume all municipal services constructed through the Subdivision Agreement dated January 21, 2014, for Pinewood Forest Subdivision, Phase 1, being Part of Lots 27, 28, 29, and 30, Registered Plan 182, in the City of Cornwall, County of Stormont, Plan 52M-34, registered as ST72266 on June 22, 2015.

2. That Paragraph 41 and Schedule “T” of the Subdivision Agreement must remain on title with the individual lots.
3. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 13 day of January, 2019.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | By-Law to Assume Municipal Services for Pinewood Forest Subdivision Phase 1 - 2020-252-Infrastructure and Municipal Works.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Michael Fawthrop - Jan 6, 2020 - 2:49 PM

Bill de Wit - Jan 6, 2020 - 4:48 PM

Maureen Adams - Jan 7, 2020 - 9:22 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
Report Number: 2020-253-Infrastructure and Municipal Works
Prepared By: Emma Vanier, Municipal Engineer
Meeting Date: January 13, 2020
Subject: Explanatory Note to Assume Municipal Services for Pinewood Forest Subdivision, Phase 1

Purpose

An explanatory note to By-law authorizing the City of Cornwall to assume the municipal services constructed under the terms of the Subdivision Agreement for Pinewood Forest Subdivision, Phase 1, being Part of Lots 27, 28, 29, and 30, Registered Plan 182, in the City of Cornwall, County of Stormont, Plan 52M-34, registered as ST72266 on June 22, 2015.

Background

The Developer, Camitzzy Inc., has met all the obligations under the terms of the Subdivision Agreement for Pinewood Forest Subdivision, Phase 1. The limits of the subdivision are shown on the attached sketch. It is desirous for the City to assume the municipal services constructed under the terms of the Subdivision Agreement.

Report Approval Details

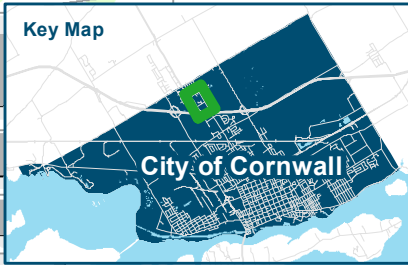
| | |
|----------------------|---|
| Document Title: | Explanatory Note Pinewood Forest Sub Ph 1 Final Acceptance - Note.docx |
| Attachments: | - Pinewood_Subdivision sketch for final acceptance explanatory note.pdf |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Michael Fawthrop - Jan 6, 2020 - 2:48 PM

Bill de Wit - Jan 6, 2020 - 4:47 PM

Maureen Adams - Jan 7, 2020 - 9:18 PM



Eamer's Corners
Public School



Phase 2

Phase 1

EMILY JADE CR

VETERAN DR

McKENZIE ST

PITT ST

ROSS AV

Pinewood Forest Subdivision - Phase 1

Cornwall

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-004

Department: Financial Services
Division: Finance
By-law Number: 2020-004
Report Number: 2020-230-Financial Services
Meeting Date: January 13, 2020
Subject: A By-law to authorize The Corporation of the City of Cornwall to enter into a Short Term Lease Agreement with the Cornwall Square, represented by Cornwall Square Inc. and Groupe I. Quint Inc. for a Heritage Fair Display

Whereas each year during Heritage Week, Heritage Cornwall has a Heritage Fair display to promote the City's heritage; and

Whereas the Cornwall Square, as a centrally located venue, is providing display space and assistance within their facility at no cost to the Corporation to promote the City's Heritage; and

Whereas it is necessary to enter into a Short Term Lease Agreement with the Cornwall Square for the use of their facilities.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. The Corporation of the City of Cornwall be and is hereby authorized to enter into a Short Term Lease Agreement with the Cornwall Square, represented by Groupe I. Quint Inc. for the duration of the day of February 22, 2020.
2. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | By-law to Enter into Short Term Lease-Cornwall Square - 2020-230-Financial Services.docx |
| Attachments: | - Short Term Lease Agreement.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Tracey Bailey - Jan 8, 2020 - 11:44 AM

Maureen Adams - Jan 8, 2020 - 12:12 PM



SHORT TERM LEASE

Date: **December 2, 2019**
Property: **Cornwall Square**

PART A - BASIC INFORMATION

Legal Name of Tenant: **City of Cornwall c/o Heritage Cornwall**

Space Number: **1G 1H (Centre Court)**

*****Location subject to change based on availability and at the sole discretion of the landlord. Tenant will be offered the "next best" available location or rescheduled to another date.**

Space Area: **20' x 35'**

Tenant's Address: **Planning Dept 100 Water St. E. Cornwall, On K6H 6G4**
Telephone Number: **Cindy Delgreco 613-930-2787, Debbie Ledoux 613-933-0336**
Fax Number:
Contact Person: **City of Cornwall (Cindy Delgreco) Heritage Cornwall (Debbie Ledoux)**
Email: cdelgreco@cornwall.ca debbie.ledoux@cogeco.ca

Landlord: **Cornwall Square Inc.**
Landlord's Agent and Manager: **Groupe I. Quint Inc.**
Landlord's Telephone Number at the Property: **(613) 938-2118**

Term: **1 Day**

Commencement Date: **February 22nd, 2020**

End Date: **February 22nd, 2020 (end of business day)**

Security Deposit: **N/A**

Signage Fee: **N/A**

Rent: **N/A**

HST: **N/A**

Use: **Heritage Fair Display**

- **12 x 6ft tables, skirting, 24 x chairs, power**

PART B - TERMS AND CONDITIONS

1. The Landlord leases to the Tenant the Space identified in Part A and/or shown outlined in red on the plan attached hereto as Schedule "A" and the Tenant leases the Space (which can be relocated at the Landlord's discretion) from the Landlord, to have and to hold during the Term, at the rent, and subject to the terms and conditions set out in this lease including the information set out in Part A.
2. Notwithstanding anything to the contrary, the Landlord may terminate this lease by giving written notice of such termination to the Tenant. Such written notice shall specify a termination date which shall be at least 3 days after the date the notice is given. This lease shall terminate and the Tenant shall deliver vacant possession of the Space on the termination date so specified.
3. The Tenant shall pay rent to the Landlord (plus HST) during the Term, without deduction, set-off or abatement, on the first day of each and every Rental Period. Rent shall be payable at the Landlord's management office at the Property. Rent payable for partial Rental Periods shall be determined by the Landlord on a pro rata basis.
4. The Tenant shall submit to the Landlord on or before the second business day after each Rental Period a statement in writing signed and verified by the Tenant setting out the Gross Sales (being the total selling price of all merchandise and services sold from the Space, excluding, however, any sales or other consumption tax imposed upon the customers of the Tenant and collected by the Tenant on behalf of the taxing authorities) for the preceding Rental Period.
5. The Tenant shall:
 - a) open for business on the Commencement Date and continuously, actively and diligently operate its business in a first-class reputable manner strictly in compliance with the terms and conditions of this lease, and remain open for business during business hours as designated by the Landlord, from time to time, and maintain an adequate staff of employees and a full and complete stock of merchandise;
 - b) use the Space only in accordance with the use specified in Part A and obtain all government permits or licenses required in connection with such use;
 - c) not do anything, and not permit anything to be done, which is, or results in, a nuisance to the Landlord or any other tenant or occupant of the Property;
 - d) carry on business from the Space throughout the Term only under the trade name specified in Part A;
 - e) pay when due all charges for heat, water, gas, electricity, telephone and any other utilities used at the Space which are not supplied to the Tenant by or through the Landlord. The Tenant shall pay when due to the taxing authority having jurisdiction all business taxes for the Space;
 - f) forthwith upon notice from the Landlord, remove from the Space signs, decorations, merchandise or displays to which the Landlord objects, and permit the Landlord to remove such signs, decorations, merchandise or displays;
 - g) at all times keep the Space in good repair, order and condition and in a clean and tidy state and obtain the consent of the Landlord prior to making any changes to the Space;
 - h) at the expiration or sooner termination of this lease, leave the Space in good repair, order and condition, subject only to reasonable wear and tear;

- i) not assign or transfer this lease nor sublet, sublicense or otherwise part with possession of the Space in whole or in part;
 - j) observe and comply with the reasonable rules and regulations of the Landlord, as from time to time existing;
 - k) not permit eating, drinking, smoking or food preparation in or about the Space;
 - l) at all times maintain a guarantee and refund policy satisfactory to the Landlord; and
 - m) at all times maintain for all persons employed by the Tenant at the Space a dress code satisfactory to the Landlord.
6. The Landlord and its agents shall have the right at all times to enter the Space.
 7. The Tenant shall take out and maintain the following insurance coverage:
 - a) commercial general liability insurance coverage against personal and bodily injury including death, and property damage, with respect to the Tenant's business and the Tenant's use and occupancy of the Space, on an occurrence basis and having a limit of not less than \$2,000,000 in respect of any one occurrence; and b) all risks property insurance covering all property of the Tenant in and around the Space, on a full replacement cost basis.

All such insurance shall be placed with an insurer acceptable to the Landlord, acting reasonably, shall include the **Landlord (Cornwall Square Inc.) and its agent (Groupe I. Quint Inc.) as an additional insured**, shall contain cross-liability and severability of interest provisions, as applicable, and shall not be subject to cancellation without at least 10 days prior written notice to the Landlord. Prior to the Commencement Date, Tenant shall provide the Landlord with evidence of such insurance.
 8. Notwithstanding anything to the contrary, the Landlord and its agents shall not be liable or in any way responsible to the Tenant in respect of any loss, injury or damage suffered by the Tenant or others, however caused, including but not limited to the negligence of the Landlord, its agents or any one else for whom the Landlord is responsible.
 9. The Tenant shall indemnify the Landlord from and against all liabilities, claims, damages or expenses arising out of any act or omission by the Tenant or those for whom the Tenant is responsible, or arising out of any breach by the Tenant of any provision of this lease.
 10. The Tenant shall pay to the Landlord upon the execution of this lease the security deposit specified in Part A to be retained by the Landlord as security for the due performance by the Tenant of its obligations under this lease. Upon the expiry of the Term, the Landlord will return to the Tenant so much of the security deposit as remains unappropriated by the Landlord, without interest.
 11. If the Tenant is in default in the payment of any money required to be paid by the Tenant under this lease and such default continues for a period of 2 days, then the Landlord may terminate this lease and reclaim the Space. Any NSF cheques will be subject to the Landlord's administration fee.
 12. This lease is subject and subordinate to all existing and future mortgages, charges and other encumbrances upon the Property. The Tenant shall not register this lease or a notice thereof against the title to the Property.
 13. Any written notice provided for under this lease shall effectively be given to the Landlord by delivery to the Landlord's management office at the Property and to the Tenant by delivery to the Space or to the Tenant's address set out in Part A.
 14. This lease and the schedules attached hereto and forming a part hereof contain the whole agreement between the parties with respect to the subject matter of this lease. All representations

made by either party which are relied upon by the other party are contained herein and each party disclaims reliance on any other representations.

15. The Tenant covenants that it has all requisite power and possesses all permits, licenses, consents, approvals and other rights necessary to enable it to enter into this lease and carry out its provisions.

IN WITNESS WHEREOF the parties have executed this lease.

CORNWALL SQUARE INC.

By its mandatory and manager

Groupe I. Quint Inc.

(Landlord)

Per:_____

Name: Marc Bouchard
Title: Property Manager

City of Cornwall

(Tenant)

Per:_____

Name: Bernadette Clement
Title: Mayor

Per:_____

Name: Manon Levesque
Title: Clerk

INSURANCE SCHEDULE

5 Million

Insurance Certificate must list **Cornwall Square Inc. and Groupe I. Quint Inc., 1 Water St. East Cornwall, ON. K6H 6M2, as additional insured's. (PLEASE INCLUDE THIS IMPORTANT DOCUMENT WITH THE SIGNED COPIES OF THE SHORT TERM LEASE AGREEMENT.)**

Cornwall Square Shopping Centre
1 Water Street East, Cornwall ON



The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-005

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2020-005
Report Number: 2020-241-Planning, Development and Recreation
Meeting Date: January 13, 2020
Subject: By-Law to Remove the Agreement between Cartwave Realty Limited and the City of Cornwall, registered as Instrument No. S192266 for Part of Lots 17 and 18, Concession 1, City of Cornwall

A By-law to remove the Agreement between Cartwave Realty Limited and the City of Cornwall, registered as Instrument No. S192266 for part of Lots 17 and 18, Concession 1, City of Cornwall.

Whereas there is an Agreement dated July 29th, 1987, between the Corporation of the City of Cornwall and Cartwave Realty Limited registered under instrument number S192266; and

Whereas certain lands then owned by the City were transferred to Cartwave Realty Limited in exchange for a future transfer by Cartwave Realty Limited to the Corporation of the City of Cornwall for park purposes; and

Whereas by Instrument number ST13116, dated September 16th, 2008, Cartwave Realty Limited transferred Block 48, Plan 387 to the Corporation of the City of Cornwall; and

Whereas Cartwave Realty Limited, having fulfilled its obligation, has requested that the said Agreement registered under instrument number S192266 be deleted from Part of Lots 17 and 18, Concession 1, in the City of Cornwall.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. That the Agreement registered as Instrument number S192266 on August 21st, 1987, is hereby removed from title on part Lots 17 and 18 Concession 1.
2. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 13 day of January, 2019.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | By-Law to Remove Agreement with Cartwave Realty Ltd.docx |
| Attachments: | |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Mary Joyce-Smith - Jan 7, 2020 - 12:01 PM

Mark A. Boileau - Jan 8, 2020 - 11:44 AM

Maureen Adams - Jan 8, 2020 - 2:13 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Planning, Development and Recreation
Division: Planning
Report Number: [Report Number]
Prepared By: Ely Daniels, Administrative Assistant
Meeting Date: January 13, 2020
Subject: Explanatory Note for By-law to Remove the Agreement between Cartwave Realty Ltd. and the City of Cornwall, registered as Instrument No. S192266 for Part of Lots 17 and 18, Concession 1, City of Cornwall.

Purpose

An Explanatory Note to By-law authorizing the City of Cornwall to remove the Agreement between Cartwave Realty Limited and the City of Cornwall, registered as Instrument No. S192266 for part of Lots 17 and 18, Concession 1, City of Cornwall.

Background / Discussion

An Agreement was registered on title on August 21st, 1987, between the Corporation of the City of Cornwall and Cartwave Realty Limited, registered under Instrument No. S192266 where certain lands then owned by the City were transferred to Cartwave Realty Limited in exchange for a future transfer by Cartwave Realty Limited to the Corporation of the City of Cornwall for park purposes.



Instrument No. ST13116, dated September 16th, 2008 transferred Block 48 on Registered Plan 387, to the City of Cornwall thereby fulfilling the obligations set forth in Instrument No. S192266.

Report Approval Details

| | |
|----------------------|---|
| Document Title: | Explanatory Note Cartwave Parkland - 2020-247-Planning, Development and Recreation.docx |
| Attachments: | - ParkwoodSubdivisionLandTransfer.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Mary Joyce-Smith - Jan 7, 2020 - 11:59 AM

Mark A. Boileau - Jan 8, 2020 - 11:43 AM

Maureen Adams - Jan 8, 2020 - 2:14 PM

Parkwood Estates Subdivision Agreement Subject Lands



0 25 50 Meters

Inst. No. S192266
Part Lots 17 and 18
Concession1
City of Cornwall

Inst. No. ST13116
Block 48
Plan 387
(Parkland)

Future
Parkwood Estates
Phase 4

Parkwood Estates
Phase 3

POWER DAM DR

DORNEY AV

OXBRIDGE DR

INNWOOD AV

RIVERDALE AV

SUGAR STICK DR

BLAKELY DR

Key Map

City of Cornwall

Cornwall
Infrastructure and Municipal Works, Infrastructure Planning Division
D. Lalonde - Dec. 2020

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-006

Department: Planning, Development and Recreation
Division: Economic Development
By-law Number: 2020-006
Report Number: 2020-237-Planning, Development and Recreation
Meeting Date: January 13, 2020
Subject: A By-law to repeal By-Law 2019-108 which By-law is to authorize The Corporation of the City of Cornwall to enter into an agreement to provide financial assistance towards the relocation and start up cost with Dr. Mohammad H. Mohammad-Shahi

Whereas, on September 9, 2019, the Council of The Corporation of the City of Cornwall endorsed By-law 2019-108 which By-law is to authorize The Corporation of the City of Cornwall to enter into an agreement to provide financial assistance towards the relocation and start up cost with Dr. Mohammad H. Mohammad-Shahi.

Whereas Dr. Mohammad H. Mohammad-Shahi will not be relocating to Cornwall.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall hereby repeals By-law 2019-108.

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|---|
| Document Title: | By-law to repeal 2019-108 Dr. Mohammad-Shahi - 2020-237-Planning, Development and Recreation.docx |
| Attachments: | |
| Final Approval Date: | Jan 9, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Bob Peters - Jan 9, 2020 - 9:02 AM

Mark A. Boileau - Jan 9, 2020 - 9:36 AM

Maureen Adams - Jan 9, 2020 - 9:39 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-007

Department: Financial Services
Division: Finance
By-law Number: 2020-007
Report Number: 2020-232-Financial Services
Meeting Date: January 13, 2020
Subject: A By-law to repeal and replace By-law # 2019-054 to declare property as 'Surplus to the Needs of the Municipality' legally described as Lots 1 through 37, Reference Plan 52R-5198

Whereas pursuant to the Municipal Act, 2001, S.O. 2001, C.25, Section 270 (1) states that a Municipality shall adopt and maintain policies with respect to the following matters:

1. Its sale and other disposition of land; and

Whereas Policy FI.adm-07-02 requires that Council shall by By-Law declare the property to be surplus to the needs of the Municipality; and

Whereas it is deemed expedient in the interest of The Corporation of the City of Cornwall that the following property is surplus to the needs of the Municipality being Lots 1 through 37 of Reference Plan 52R-5198 (37 Lots), Cornwall, municipally described as Lots which front onto an extended Marguerite D'Youville Street and extended Easton Avenue (land that can be generally described as being located North of the GSDL facility).

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. That Lots 1 through 37, Reference Plan 52R-5198 (37 Lots), Cornwall, be declared surplus
2. That a Notice of intent to sell and dispose of the property be given to the public.
3. That the Mayor and Clerk are hereby authorized to execute any and all documentation required for the passage of this by-law.

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | By-law to repeal and replace By-law 2019-054 Marguerite d'Youville and Easton - 2020-232-Financial Services.docx |
| Attachments: | - 52R-5198.pdf |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Tracey Bailey - Jan 8, 2020 - 11:45 AM

Maureen Adams - Jan 8, 2020 - 12:09 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-008

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
By-law Number: 2020-008
Report Number: 2020-241-Infrastructure and Municipal Works
Meeting Date: January 13, 2020
Subject: East Ridge Phase 8 Subdivision Agreement – By Law

Whereas The Corporation of the City of Cornwall is desirous of entering into a Subdivision Agreement with Cartwave Realty Limited for the development of the East Ridge Subdivision Phase 8; and

Whereas this Agreement will allow the developer to proceed with the development of the East Ridge Subdivision, Phase 8, situated east of East Ridge Drive, south of Second Street, north of Montreal Road and west of Boundary Road; and

Whereas the development consists of 26 single lots and 18 semi-detached lots, legally described as Part of the West Half and East Half of Lot C, Concession 1 in the City of Cornwall, in the City of Cornwall, in the County of Stormont.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. That the Corporation of the City of Cornwall enter into a Subdivision Agreement with Cartwave Realty Limited, for the development of East Ridge Subdivision, Phase 8.
2. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 13 day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|---|
| Document Title: | East Ridge Phase 8 Subdivision Agreement - 2020-241-Infrastructure and Municipal Works.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Michael Fawthrop - Jan 6, 2020 - 2:13 PM

Bill de Wit - Jan 6, 2020 - 5:57 PM

Maureen Adams - Jan 7, 2020 - 9:24 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
Report Number: [Report Number]
Prepared By: Emma Vanier, Municipal Engineer
Meeting Date: January 13, 2020
Subject: East Ridge Subdivision Phase 8 – Explanatory Note

Purpose

An explanatory note to By-law authorizing the City of Cornwall to enter into a Subdivision Agreement with Cartwave Realty Limited for East Ridge Subdivision, Phase 8, being Part of the West Half and East Half of Lot C, Concession 1 in the City of Cornwall, in the City of Cornwall, in the County of Stormont.

Background

The Subdivision Agreement will allow the developer to proceed with the development of East Ridge Subdivision Phase 8. The development consists of 26 single lots and 18 semi-detached lots, as shown on the attached sketch.

Report Approval Details

| | |
|----------------------|---|
| Document Title: | East Ridge Phase 8 Subdivision Agreement, Explanatory Note - 2020-254-Infrastructure and Municipal Works.docx |
| Attachments: | - EastRidgeSubdivision_Phase8 By-Law Sketch.pdf |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Michael Fawthrop - Jan 6, 2020 - 2:43 PM

Bill de Wit - Jan 6, 2020 - 4:44 PM

Maureen Adams - Jan 7, 2020 - 9:26 AM

SECOND ST E

EMILY CR

HERON CT

GLEN BROOK DR

TREMBLAY AV

BURKE AV

Phase 7

Phase 8

0 50 100 Meters

BOUNDARY RD

Key Map

City of Cornwall

East Ridge Subdivision - Phase 8



MONTREAL RD

Infrastructure and Municipal Works, Infrastructure Planning Division
D. Lalonde - December 2019

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2020-009

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
By-law Number: 2020-009
Report Number: 2020-251-Infrastructure and Municipal Works
Meeting Date: January 13, 2020
Subject: ICIP – Green Infrastructure Funding Stream – By-Law

Whereas the Investing in Canada Infrastructure Program (ICIP) – Green Stream provides dedicated federal and provincial funding of up to \$2.2 million dollars for a \$3.0 million dollar water and/or wastewater project;

Whereas Phase 1 of the Pitt Street North Watermain Relining project is eligible for 73.33% funding under the ICIP – Green Stream Program;

Whereas the submitted application meets the requirements of the ICIP program as described in the ICIP Green Stream Program Guide;

Whereas the Municipality has a comprehensive Asset Management Plan that includes all the information and analysis described in Building Together: Guide for Municipal Asset Management Plans;

Whereas the Municipality will comply with the conditions of the Transfer Payment Agreement and the ICIP – Green Stream Program if the funding submission is successful; and

Whereas the information in the application is factually accurate.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. The project to be submitted for funding under the ICIP – Green Stream Program shall be Phase 1 of the Pitt Street Watermain Relining project.
2. If the funding application is successful, the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | ICIP - Green Infrastructure Funding Stream - By-Law - 2020-251-Infrastructure and Municipal Works.docx |
| Attachments: | |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Bill de Wit - Jan 8, 2020 - 12:32 PM

Tracey Bailey - Jan 8, 2020 - 5:40 PM

Maureen Adams - Jan 8, 2020 - 8:42 PM

The Corporation of the City of Cornwall

Regular Meeting of Council

By-law 2020-010

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2020-010
Report Number: 2020-236-Planning, Development and Recreation
Meeting Date: January 13, 2020
Subject: Renaissance, 106B-106 Walton, By-law

Whereas, the Council of The Corporation of the City of Cornwall has provided in its Capital Budget, monies to provide for loans/grants for the improvement of properties known as the Renaissance Housing Rehabilitation Program; and

Whereas, pursuant to the said Program, certain eligible applicants have applied for a loan/grant to improve their properties under the Rules provided by the Renaissance Program.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. That the Council hereby authorizes the following loan – RHRP#2019-10 Graeme Eastwood being Part Lot 184-185 Plan 24 as in S294280; Cornwall PIN#60154-0212 (LT) pursuant to a loan Agreement.
2. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.
3. That this By-law take effect on the day of passing by City Council.

Read, signed and sealed in open Council this 19th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|---|
| Document Title: | Renaissance, 106B-106 Walton, By-law - 2020-236-Planning, Development and Recreation.docx |
| Attachments: | |
| Final Approval Date: | Jan 6, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Mary Joyce-Smith - Dec 17, 2019 - 11:10 AM

Mark A. Boileau - Dec 17, 2019 - 2:15 PM

Maureen Adams - Jan 6, 2020 - 9:23 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2020-239-Planning, Development and Recreation
Prepared By: Dana McLean, Development Coordinator
Meeting Date: January 13, 2020
Subject: Renaissance, 106B-106 Walton, Note

Purpose

Explanatory Note - The Purpose and Effect of this By-law is to allow the City Solicitor to register liens against properties approved under the Renaissance Housing Rehabilitation Program (RHRP#2019-10 106B-106 Walton).

Background / Discussion

The City of Cornwall, under the Planning and Municipal Acts, respectively, administers the Renaissance Housing Rehabilitation Program Funding Incentive Programs which, in part, offer Forgivable Loans, primarily on a matching dollar basis to residential property owners within the designated Renaissance Community Improvement Area. The Loans are secured by a lien registered against the property for a period of 5 years, for example.

This Bylaw is necessary to allow the City to enter into said Funding Agreements and to subsequently register, on title, as applicable, said Agreements as Mortgages for each stated approved application and to further provide and administer municipal funds to the identified property owners under the RHRP initiative.

Report Approval Details

| | |
|----------------------|---|
| Document Title: | Renaissance, 106B-106 Walton, Note - 2020-239-Planning, Development and Recreation.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Mary Joyce-Smith - Jan 6, 2020 - 1:37 PM

Mark A. Boileau - Jan 6, 2020 - 1:47 PM

Maureen Adams - Jan 7, 2020 - 9:21 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
Notice of Motion

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-248-Corporate Services
Meeting Date: January 13, 2020
Subject: AFMO - Hosting 2020 Annual Conference in Cornwall

Syd Gardiner

Proposed by: Councillor

Claude McIntosh

Seconded by: Councillor

Whereas l'Association francophone des municipalités de l'Ontario (AFMO) held its annual conferences in Cornwall in 2004 and again in 2008; and

Whereas AFMO representatives were well received and suggested that they would choose Cornwall as a preferred site.

Now therefore be it resolved that AFMO be invited to hold its 2020 conference in the City of Cornwall.

Report Approval Details

| | |
|----------------------|--|
| Document Title: | AFMO - Hosting 2020 Annual Conference - 2020-248-Corporate Services.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Manon L. Levesque - Jan 7, 2020 - 6:49 PM

Maureen Adams - Jan 7, 2020 - 9:30 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-247-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: January 13, 2020
Subject: Unfinished Business Listing for January 13, 2020

Recommendation

That Council receive the Unfinished Business Listing for January 13, 2020.

| Number | Title | Department | Date |
|---------|--|--|------------------|
| 2019-02 | Electoral System Review Public Consultation Aka: Ward System and Council Composition (Jan 14/19) (Nov 25/19) | Corporate Services | Jan 13/20 |
| 2019-20 | Great River Network's Request for Cornwall's Waterfront Trail to be designated a Smoke Free Area (Aug 12/19) (Nov 12/19) (Dec 9/19) | Planning, Development and Recreation By-law | Jan 27/20 |

| | | | |
|---------|---|---|-----------|
| 2019-04 | Procedural By-law Amendments (Mar 26/18) (Feb 11/19) (Feb 11/19) (Nov 25/19) | By-law Corporate Services | Jan 27/20 |
| 2019-31 | Army, Navy and Air Force Veterans Tax Exemption Request (Dec 9/19) | Financial Services | Feb 10/20 |
| 2019-24 | Review of Parks, Facilities and Street Naming Policy (Sept 9/19) | Corporate Services | Feb 10/20 |
| 2019-27 | Open Fire Burning (Sep 16/19) | Fire Services | Feb 10/20 |
| 2018-19 | Protection and Enhancement of Tree Canopy and Natural Vegetation Policy (Aug 13/18) (Mar 25/19) (Apr 23/19) (Nov 25/19) | Environment and Climate Change Committee and Development, Planning and Recreation | TBD |
| 2018-23 | Future of Licensing and Inspecting of Rental Housing (Nov 13/18) | Development, Fire Services, Social Services | TBD |
| 2019-13 | Waterfront Pop-Up Project (May 27/19) (Oct 15/19) | Development, Planning and Recreation | TBD |
| 2019-25 | Audit Committee's Review of the 2019 Municipal Works Redevelopment Plan Report (Aug 12/19) | Financial Services | TBD |
| 2019-26 | Draft Plan of Subdivision for St. Antoine Subdivision - Vehicular Ingress and Egress Solutions (Oct 15/19) | Development, Planning and Recreation and Infrastructure and Municipal Works | TBD |
| 2019-28 | Repeal of Section 01-2-10 (Maximum Height) of the Zoning By-law 751-1969 (Nov 12/19) | Planning Advisory and Hearing Committee (Jan20/20) Planning, Development and Recreation | TBD |

| | |
|----------------------|---|
| Document Title: | Unfinished Business Listing for January 13, 2020 - 2020-247-Corporate Services.docx |
| Attachments: | |
| Final Approval Date: | Jan 8, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Manon L. Levesque - Jan 8, 2020 - 8:09 PM

Maureen Adams - Jan 8, 2020 - 8:40 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
Confirming By-law 2020-011

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2020-011
Report Number 2020-252-Corporate Services
Meeting Date: January 13, 2020
Subject: Confirming By-law for the Meeting of January 13, 2020

A By-law to adopt, ratify and confirm the proceedings of the Council of The Corporation of the City of Cornwall at its meetings held on Monday, January 13, 2020.

Whereas Section 5(1) of the Municipal Act, S.O. 2001, c.24 thereto provides that the powers of a municipal Corporation shall be exercised by its Council; and

Whereas Section 5(3) of the Municipal Act, S.O. 2001, c.24 and amendments thereto, provides that the powers of Council are to be exercised by By-law: and

Whereas in many cases action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual By-law; and

Whereas Section 248 provides that if a council passes a comprehensive general by-law that consolidates and includes the provisions of any By-law previously passed by the Council; and it is deemed expedient that a By-law be passed to authorize the execution of agreements and other documents and that the proceedings of the Council of The Corporation of the City of Cornwall at this meeting be confirmed and adopted by By-law.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

1. (a) That the following Minutes of the Public Meetings of the Municipal Council of The Corporation of the City of Cornwall be and the same are hereby adopted:

(i) Regular Public Meeting of Council #2019 – 32 of Monday, December 9, 2019

(b) That the following Minutes of the In Camera Meeting pertaining to the security or part of the property of the Municipality or Local Board, personal matters about an identifiable individual, including municipal or Local Board employees, a proposed or pending acquisition or disposition of land by the Municipality or Local Board, labour relations or employee negotiations, litigation or potential litigation, including matters before administrative tribunals, affecting the Municipality or Local Board, advice that is subject to solicitor-client privilege, including communications necessary for the purpose, a matter in respect of which a Council, Board, Committee other body may hold a closed meeting under another Act, or for the purpose of educating or training the members and where no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee, be and the same are hereby adopted:

(i) Regular In Camera Committee of Council #2019 - 18 of Monday, December 9, 2019

(c) That the actions of the Council at its meetings held on Monday, January 13, 2020, in respect of each recommendation contained in all reports of the regular and in-camera meetings and in respect of each motion, resolution and other action taken by the Council at its said meeting is, except where the prior approval of the Ontario Municipal Board or other authority is by law required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in the By-law;

(d) That the above mentioned actions shall not include any actions required By-law to be taken by resolutions.

2. That where no By-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned Minutes or with respect to the exercise of any powers by the Council in the above mentioned Minutes, then this By-law shall be deemed for all purposes to be the By-law required for

approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.

3. The Mayor and proper officials of The Corporation of the City of Cornwall are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.

4. Unless otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Corporation of the City of Cornwall to all documents necessary to give effect to the above mentioned actions.

5. It is declared that notwithstanding that any section or sections of this By-law or parts thereof, may be found by any court of law to be bad or illegal or beyond the power of the Council to enact, such section(s) or part(s) hereof shall be deemed to be severable and that all other sections or parts of this By-law are separate and independent there from and enacts as such.

Read, signed and sealed in open Council this 13th day of January, 2020.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

| | |
|----------------------|--|
| Document Title: | Confirming By-law for the Meeting of January 13, 2020 - 2020-252-Corporate Services.docx |
| Attachments: | |
| Final Approval Date: | Jan 7, 2020 |

This report and all of its attachments were approved and signed as outlined below:

Manon L. Levesque - Jan 7, 2020 - 6:52 PM

Maureen Adams - Jan 7, 2020 - 10:03 PM